

LAND REFORM IN AFGHANISTAN (LARA)

WORK PLAN-(18 MONTHS) FEBRUARY 2011-JULY 2012

8 November 2011

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DISCLAIMER

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CONTENTS

ACR	ONYN	IS AND	ABBREVIATIONS	3
PRE	FACE			1
1.0	INTR	ODUC	TION	3
	1.1	PROJ	ECT PURPOSE AND VISION	3
	1.2	PROJ	ECT OBJECTIVES	4
	1.3	LOCA	L PARTNERSHIP AND THEIR CONRIBUTIONS TO LARA	5
2.0	OVE	RVIEW	OF THE WORK PLAN	7
			SCOPE OF WORK ACTIVITIES 1 & 2: UPGRADING OF INFORMAL NTS & URBAN PLANNING1	4
	SET	A, AGO TLEME	RMAL SETTLEMENTS & FORMALIZATION COMPONENT. SUPPORT CHO, IDLG, SUPREME COURT, AND MUNICIPALITIES WITH INFORMA NTS UPGRADING, FORMALIZATION, MAPPING, AND URBAN LAND NING1	
		2.1.1	EXPAND INSTITUTIONAL SUPPORT FOR THE COORDINATION AND MANAGEMENT OF LAND SERVICES	
		2.1.2	PROVIDE URBAN PLANNING TECHNICAL ASSISTANCE IN AREAS SUCH AS URBA POLICY RECOMMENDATIONS, PLAN DEVELOPMENT AND IMPROVEMENTS TO PLANNING PROCESSES, INFORMAL SETTLEMENTS UPGRADING POLICY, URBAN INFORMATION SYSTEMS, REVIEW AND RECOMMEND IMPROVEMENTS TO LAND USE REGULATIONS AND THE LEGAL URBAN PLANNING FRAMEWORK	1
		2.1.3	CONDUCT UPGRADING AND FORMALIZATION ACTIVITIES IN INFORMAL SETTLEMENTS INCLUDING DEFINING CRITERIA FOR SELECTING INFORMAL SETTLEMENTS FOR UPGRADING, UPGRADING STRATEGIES AND PLANS, AND RECORDING PROPERTIES IN INFORMAL SETTLEMENTS	9
	FOR COM SUP	MALIZA IMUNIT PORTII	F SCOPE OF WORK ACTIVITIES 3, 4 & 5: DEED REGISTRATION, ATION OF LAND/OCCUPANCY RIGHTS, & DISPUTE RESOLUTION & TY PARTICIPATION, STRENGTHEN LAND TENURE SECURITY BY NG THE SUPREME COURT AND COMMUNITIES WITH RIGHTS ATION AND INFORMAL DISPUTE RESOLUTION	4
		2.1.4	EVALUATE LAND REGISTRATION SYSTEM, DESIGN IMPROVEMENTS, BUILD CAPACITY, AND SPEED AUTOMATION OF LAND RECORDS	4
		2.1.5E	EVALUATE AND REFORM INHERITANCE LAWS TO SUPPORT WOMEN'S ACCESS TO LAND2	
		2.1.6	PROVIDE SUPPORT FOR LAND DISPUTE RESOLUTION FOCUSING ON COMMUNITY AND CUSTOMARY DISPUTE RESOLUTION PROCESSES AND INSTITUTIONS	8
			T SCOPE OF WORK ACTIVITIES 7 & 8: LEGAL FRAMEWORK & ONS	n

	ARAZ	ZI TO IE	L FRAMEWORK COMPONENT. PROVIDE TAILORED ASSISTANCE T DENTIFY, MANAGE, LEASE, AND OBTAIN REVENUE FROM AFGHAN	ĺ
	GOV	ERNME	ENT LANDS AND PROVIDE TECHNICAL ASSISTANCE	30
		2.2.1		
		2.2.2	CONDUCT BIZCLIR/CLIR REAL ESTATE REGISTRATION AND REAL PROPERTY LEGAL FRAMEWORK DIAGNOSTICS TO EVALUATE EXISTING AND PROPOSED LEGAL FRAMEWORK FOR REAL ESTATE AND DRAFT CHANGES TO REAL ESTATE LEGISLATION AS NEEDED	ΛΤΕ
		2.2.3	ASSIST ARAZI TO DEVELOP MODELS FOR RESOLVING LAND DISPUTES BETWEEN MAIL AND PRIVATE INDIVIDUALS/BUSINESSES; FURTHER SUPPORT IMPLEMENTATION OF DECREE 638 ON THE INDEPENDENT BOARD FOR THE RESTITUTION OF ILLEGALLY OCCUPIED PROPERTIES	
			SCOPE OF WORK ACTIVITY 8: INSTITUTIONAL & PRIVATE SECTO	
		TOR SE	CITY BUILDING COMPONENT. BUILD CAPACITY OF PRIVATE ERVICE PROVIDERS AND PUBLIC INSTITUTIONS TO PROVIDE LANIFERVICES TO AFGHAN PRIVATE AND PUBLIC SECTORS	
		2.3.1	PROVIDE INSTITUTIONAL SUPPORT AND STRENGTHEN CAPACITY OF LAND SERVICE PROVIDERS IN AREAS OF ORGANIZATION, FINANCIAL MANAGEMENT PROCUREMENT, CONTRACTING, AND REPORTING	
		2.3.2	PROVIDE TECHNICAL SUPPORT AND CAPACITY BUILDING IN TECHNICAL SERVICES	38
		2.3.3	CAPACITY BUILDING AND TRAINING IN MUDA, IDLG, AGCHO, AND THE SELECTED MUNICIPALITY FOR URBAN PLANNING (INCLUDING INFORMAL SETTLEMENT UPGRADING), PLAN IMPLEMENTATION, DEVELOPMENT CONTRO (ENFORCEMENT) AND MONITORING	L 40
	2.4	CROS	S-CUTTING COMPONENTS: GENDER AND COMMUNICATIONS	42
		2.4.1	ENSURE GENDER EQUITY ISSUES ARE APPLIED ACROSS ALL COMPONENTS	42
		2.4.2	COORDINATE COMMUNICATIONS AND PIA STRATEGIES ACROSS ALL COMPONENTS	42
	2.5	MONI	TORING AND EVALUATION	43
	2.6	COLL	ABORATION WITH COUNTERPARTS AND OTHER DONORS	43
3.0	PERS	SONNE	L AND MANAGEMENT STRUCTURE	45
4.0	SECI	JRITY I	PLAN	47
APPE	ENDIX	A.USA	AID ACTIVITIES INPUTS MODEL	48
APPE	ENDIX	B. PR	OJECT TASK ACCORDING TO ACTIVITIES INPUT CATEGORY	49
APPE	ENDIX	C. PEI	RFORMANCE MONITORING PLAN	50
APPE	ENDIX	D. CO	NSOLIDATED TASK TIME-LINES	51

ACRONYMS AND ABBREVIATIONS

ACTED Agency for Technical Cooperation and Development

AfLIS Afghan Land Information System

AGCHO Afghan Geodesy and Cartography Head Office

AICRS Afghan Integrated Cadastre and Registry System

AIMS Afghanistan Information Management Services

ALCBO Afghanistan Legal Capacity Building Organization

ALCO Afghanistan Land Consulting Organization

ALRMIS ARAZI Land Records Management System

AMLAK Government entity responsible for managing government-owned agricultural lands,

currently a department within MAIL

ARAZI Formerly the Afghan Land Authority (ALA)

ASGP Afghanistan Sub national Governance Programme (UNDP)

BizCLIR Business Climate Legal and Institutional Reform

CBDR Community-Based Dispute Resolution

CDC Community Development Council

CCN Cooperating Country National

CLIR Commercial Legal and Institutional Reform

COP Chief of Party

COTR Contracting Officer's Technical Representative (USAID)

CRA Cooperation for the Reconstruction of Afghanistan

CUP Community Upgrading Plan

DCOP Deputy Chief of Party

DFID Department for International Development

dTS Development & Training Services, Inc.

GIRoA Government of the Islamic Republic of Afghanistan

GIS Geographic Information System

GPS Global Positioning System

ICMA International City/County Management Association

IDLG Independent Directorate of Local Governance

ILS International Land Systems

Jirga Assembly of Tribal Leaders

KAP Knowledge, Attitudes, and Practices

KCI Kabul City Initiative Project (USAID)

KURP Kabul Urban Reconstruction Program

LARA Land Reform in Afghanistan Project (funded by USAID and implemented by Tetra Tech

ARD)

LTERA Land Titling and Economic Restructuring in Afghanistan Project (USAID)

LOP Length of Project

M&E Monitoring and Evaluation

MAIL Ministry of Agriculture, Irrigation, and Livestock

MIS Management Information System

MOU Memorandum of Understanding

MUDA Ministry of Urban Development Affairs

NGO Nongovernment Organization

NRC Norwegian Refugee Council

PALAD Policy Analysis and Legal Advisory Department

PIA Public Information and Awareness

PMP Performance Monitoring Plan

PRT Provincial Reconstruction Team

RAMP UP Regional Afghan Municipalities Program for Urban Populations (USAID)

RFP Request for Proposal

RDI Rural Development Institute (now known as Landesa)

SDO Sanayee Development Organization

SERS Safety and Emergency Response Specialist

SHG Self-Help Group

Shuras Council of Elders

SGI Spectre Group International

SITP Strategic Information Technology Plan

SM Security Manager

SO Strategic Objective

Standard Operating Procedure SOP

SOW Scope of Work

Short-Term Technical Advisor **STTA**

SUIS Settlement Upgrading Information System

TCN Third Country National

TOT **Training of Trainers**

TLO The Liaison Office

UCWG Urban Coordination Working Group

UIT Upgrade Information Team

UNDP United Nations Development Programme

United States Agency for International Development **USAID**

PREFACE

The United States Agency for International Development (USAID) Land Reform in Afghanistan Project (LARA) is managed by Tetra Tech ARD under USAID Contract No. 306-C-00-11-00514-00, with implementation assistance from its partners Tetra Tech DPK, International Land Systems (ILS), Development & Training Services Inc (dTS), and Landesa (formerly the Rural Development Institute). LARA's primary government partners are Arazi (formerly the Afghan Land Agency), Afghan Geodesy and Cartography Head Office (AGCHO), Ministry of Urban Development Affairs (MUDA), Independent Directorate of Local Governance (IDLG), as well as the Supreme Court and selected local municipalities.

The purpose of the LARA project is to develop a robust, enduring, and Afghan-owned and-managed land market framework that encourages investment and productivity growth, resolves/mitigates land-based conflict, and builds confidence in government's legitimacy, thereby enhancing stability in Afghan society.

The Project continues USAID/Afghanistan's support for land reform and land rights strengthening that began through the earlier LTERA Project. The LARA Project currently comprises an 18-month Base Period and a possible 18-month Option Period, with a total contract amount of \$41.8 million. While this document also includes activities and tasks under the Option Period, the current Work Plan that we operate under contemplates only the 18-month Base Period, ending on July 31, 2012.

LARA is designed to contribute to USAID's AO and Afghanistan National Development Strategy. Three influences will help shape LARA's contributions to this Objective: (1) the foundations provided by the former USAID Land Tenure and Economic Restructuring in Afghanistan (LTERA) project that provides a starting point and methods that can be adapted; (2) USAID/Afghanistan management objectives including Afghanization and conflict mitigation; and (3) the following major LARA objectives:

- 1. Improve property rights delivery (land administration and formalization);
- 2. Enable all citizens (women, minorities, and vulnerable populations) to exercise their rights through public information awareness (PIA);
- 3. Strengthen land dispute resolution processes to reduce conflict and promote peace and stability;
- 4. Promote economic development through clear and enforceable property rights, PIA, land rights delivery, and land dispute resolution; and
- Strengthen institutional, policy, and legal reform to secure property rights for Afghan citizens;
- 6. Provide assistance in the cross-cutting areas of gender, training, PIA, and private sector development.

These objectives are supported by three components that provide the over-arching structure for programming activities and tasks in the work plan are as follows:

1. "Strengthen Land Tenure Security through Formalization and Upgrading of Informal Settlements" - Support MUDA, Supreme Court, AGCHO, IDLG, Arazi, Communities and the Municipality of Jalalabad with informal settlements upgrading, formalization, cadastral mapping, women's inheritance and land rights law, community based dispute resolution, laws for urban planning and land use regulation, and training in planning and enforcement (related to SOW Activities 1, 2, 3, 4 & 5).

- 2. "**Legal Framework**" Provide limited assistance to Arazi to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance (related to SOW Activities 6 & 7).
- 3. "Capacity Building" Build capacity of public (AGCHO, Arazi, IDLG, MUDA, Supreme Court) and private sector service providers to improve and streamline land tenure processes to Afghan private and public sectors (related to SOW Activity 8).

1.0 INTRODUCTION

The Land Reform in Afghanistan (LARA) procurement was tendered by USAID/Kabul in September 2010 and awarded to Tetra Tech ARD and its partners on 30 January 2011 upon contract signing. This procurement was an amended version of an earlier procurement released on 13 March 2010 that was subsequently canceled. The current LARA project was scheduled to take place in two phases, each 18 months in duration. Under this revised Work Plan, coordinating with the development of a revised Contract Scope of Work, TTARD was asked to prepare a document relating to the life of the Project (that is, including the remainder of the Base Period plus the renewal period of 18 months) ending on or around 31 January 2014. However, the Work Plan that we currently operate under only covers the Base Period ending on July 31st, 2012. Should the Option Period be granted the current Work Plan will be revised to reflect this extension.

Early phases of work plan development were driven by the need to engage and inform local partners and government counterparts in LARA's status and changes since its design and procurement. The Request for Proposal (RFP) discouraged exclusive agreements with local partners; this action effectively shut off the flow of information and two-way planning among Tetra Tech ARD and local stakeholders in the bidding process. Consequently, the start-up team's immediate priority upon arrival was to engage private and public sector counterparts in building consensus on LARA's needs and implementation requirements.

A second priority upon inception was to update stakeholder knowledge and expectations of three strategic changes in the Scope of Work (SOW) that had transpired since the LARA RFP's release (both March and September). First, resources obligated for LARA have declined from \$140 million (for five years) in March 2010 to \$70 million (for three years) in September 2010. In June 2011, USAID notified the Tetra Tech ARD that only \$41.8 million was available for the life of the Project. This budget cut, along with the changes requested by USAID and incorporated in the Approved Work Plan dated 15 April 2011, have prompted the development of this amended Work Plan.

This work plan covers a 18-month period, starting January 31, 2011 and ending July 31, 2012.

1.1 PROJECT PURPOSE AND VISION

Through implementation of the recently approved

National Land Policy, the purpose of the LARA project is to develop a robust, enduring, and Afghan-owned and - managed land market framework that encourages investment and productivity growth, resolves/mitigates land-based conflict, and builds confidence in government's legitimacy, thereby enhancing stability in Afghan society. The outer triangle elements shown in Figure 1.1 represent USAID's inter-related objectives and depict LARA's implicit components: (1) legal/policy/institutional reform and public sector development; (2)

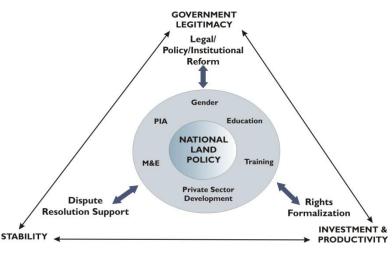


Figure 1.1: LARA Land Market Framework

rights formalization and urban settlement upgrading; and (3) dispute resolution support through municipal and private sector development. The two inner circles demonstrate the importance of key cross-cutting activities. LARA seeks to strengthen and support GIRoA institutions that deal with land, principally Arazi, Ministry of Urban Development Affairs (MUDA), Independent Directorate of Local Governance (IDLG), Afghan Geodesy and Cadastral Head Office (AGCHO) and the Supreme Court, through technical assistance that meets their objectives with respect to land management and planning, and to create Afghan capacity to successfully design, manage, and implement needed land tenure reform for land market development.

Legitimacy. Institutions are the organizations and rules that define markets and regulate their performance. Legitimacy underpins the foundations of property institutions and gives credibility to contracts and market transactions. Secure property rights can be created either in law or through customary tenure arrangements, but they can lead to conflict or legal pluralism unless guided to be mutually accepting—the thrust of legal and policy reform. More secure rights in law have little meaning unless they relate distinct individuals or legal entities to distinct pieces of property with boundaries clearly delineated—the thrust of rights clarification, demarcation, and land registration/titling—under formalization. Also under rights formalization is settlement upgrading that increases the value of real estate, and increases the collateral value of land and property as a necessary condition for expanding the credit and mortgage market. Insecure property rights are exacerbated by vulnerability resulting from land grabbing by powerful interests, or by people displaced or divested of property as a result of conflict, in particular, women, the displaced, and the marginalized. Land can thus be a source of conflict when access is threatened or when interventions such as formalization bring latent disputes or multiple claims to the surface. However, when combined with effective land dispute resolution and enforcement, resource access is broadened, land rights and tenure security made more secure, and respect for government institutions is increased.

Economic Drivers. Tenure security is represented by a full set of use and transfer rights, the ability to enforce those rights against the claims of others, sufficient duration to recoup labor and capital invested, and assurance that these benefits are attainable. These are necessary conditions for enhanced investment, productivity, and jobs, but they are not sufficient without profitable investment opportunities, functioning markets, and capital (facilitated by transferable title that enhances land's collateral value and improves creditworthiness). It is this circularity and call for integration that is LARA's challenge in helping to develop Afghanistan's land market.

1.2 PROJECT OBJECTIVES

LARA is designed to contribute to the Afghanistan National Development Strategy through the USAID goal of aiding a *Stable and Democratic Afghanistan*. It specifically supports USAID Activity Objective (AO) 4: "A developed business climate that enables private investment, job creation, and financial independence." Three influences will help shape LARA's contributions to this AO: (1) the foundations provided by the former USAID Land Tenure and Economic Restructuring in Afghanistan (LTERA) project that provides a starting point and methods that can be adapted; (2) USAID/Afghanistan management objectives including Afghanization and conflict mitigation; and (3) the following major LARA objectives that contribute to this USAID AO:

- 1. Improve property rights delivery (land administration and formalization)
- 2. Enable all citizens (women, minorities, and vulnerable populations) to exercise their rights through public information awareness (PIA)
- 3. Strengthen land dispute resolution processes to reduce conflict and promote peace and stability
- 4. Promote economic development through clear and enforceable property rights, PIA, land rights delivery, and land dispute resolution

- 5. Strengthen institutional, policy, and legal reform to secure property rights for Afghan citizens
- 6. Provide assistance in the cross-cutting areas of: gender, training, PIA, and private sector development.

These objectives are supported by four components that provide the over-arching structure for programming activities and tasks in this work plan.

LARA Project Components:

- 1. "Strengthen Land Tenure Security through Formalization and Upgrading of Informal Settlements" - Support MUDA, Supreme Court, AGCHO, IDLG, Arazi, Communities and the Municipality of Jalalabad with informal settlements upgrading, formalization, cadastral mapping, women's inheritance and land rights law, community based dispute resolution, laws for urban planning and land use regulation, and training in planning and enforcement (related to SOW Activities 1, 2, 3, 4 & 5).
- 2. "Legal Framework" Provide limited assistance to Arazi to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance (related to SOW Activities 6 & 7).
- 3. "Capacity Building" Build capacity of public (AGCHO, Arazi, IDLG, MUDA, Supreme Court) and private sector service providers to improve and streamline land tenure processes to Afghan private and public sectors (related to SOW Activity 8).

1.3 LOCAL PARTNERSHIP AND THEIR CONRIBUTIONS TO LARA

LARA will strengthen and support government institutions dealing with land through assistance with land management and planning, and will create Afghan capacity to successfully design, manage, and implement land market development. Mentioned in this work plan are a number of Afghan organizations that we envision leading LARA's development as illustrated in Table 1.1. Throughout the life of LARA, new entities will be created through business incubation programs, while others will be added through sole-source and competitive contracts based on needs to be determined.

TABLE 1.1:	TABLE 1.1: THE INDICATIVE TETRA TECH ARD LARA TEAM							
Firm	Capabilities	Role in LARA						
ALCBO	Afghan law and capacity building organization with three departments newly envisioned: legal services, legal aid, women/human rights; land document assessments and valuation/zoning services; training on land procedures and legal drafting to government.	Legal and policy reform, legal and regulatory drafting, and legal training to government and private sector stakeholders.						
ALCO	Afghanistan land consulting organization established by the former employees of LTERA. Offers services including title examination, dispute resolution, survey and mapping, valuation, and capacity building.	Established under the USAID LTERA project. Formalization of illegal settlements, urban upgrading, and title examination. Interested in becoming a land services training provider.						
Tetra Tech ARD	Implementer of large, integrated land tenure reform projects including property rights reform, dispute and conflict resolution, communication, outreach, geographic information system (GIS)/mapping, and land use planning and management.	Overall management; responsible for and intellectual leadership in land tenure and property rights.						

TABLE 1.1:	THE INDICATIVE TETRA TECH ARD LARA TEAI	М
Firm	Capabilities	Role in LARA
CRA	Works on formalization/upgrading of municipalities in Kabul and rural areas. Through the Kabul Urban Reconstruction Program (KURP), produced manual on municipal upgrading for informal settlements.	Provide municipal formalization and upgrading of informal settlements, and provider of community-based dispute resolution(CBDR) models.
Tetra Tech DPK	A division of Tetra Tech ARD, provides expertise in strengthening rule of law, conflict resolution, justice, government integrity, and court administration.	Assist ARAZI with models for land dispute resolution and restitution of illegally owned properties.
Develop- ment & Training Services, Inc. (dTS)	Provides training and technical assistance integrating gender into program design and implementation in economic growth and governance sectors.	Assist with women-owned small business development, and training/capacity building in land service provision.
Harakat	Afghan-managed organization that aims to improve the Afghan business environment. Provides grants to the private sector and government agencies to reduce or remove barriers to doing business in Afghanistan.	Technical lead on business climate legal and institutional reform (BizCLIR) assessment; coordinate support of ARAZI on issues of land inventory and capacity development.
Inter- national Land Systems (ILS)	Provides expertise in land administration, adjudication, and titling; business process analysis; and integrated technology design and data conversion for land information systems.	Support the inventorying and recording of state-owned land, land valuation, leasing of state lands, GIS, and land information systems.
Landesa (formerly RDI)	With the Global Center for Women's Land Rights, specializes in land law and legal reform, with specialized expertise in gender, women's land rights, and issues related to inheritance.	Support to address legal issues constraining women's access to land and review inheritance law.
SDO	Serves vulnerable and disadvantaged people in areas of education, peace building, and community development in remote and underserved rural areas.	Support TLO, CRA, and ALCO in the application of CBRD services in rural areas.
TLO	Integrates traditional tribal structures into the peace and reconstruction process through dialogue with tribal/community leaders in the south and southeast.	Support the application of working with traditional authorities on conflict resolution services in rural areas.

2.0 OVERVIEW OF THE WORK PLAN

While this revised Work Plan may contain activities and tasks under the Option Period, it only covers the Base Period that begins January 31, 2011 and ends in July 2012. Should an Option Period be granted, this Work Plan will be updated so as to reflect this addition. It is organized around eight broad activities (contained within a revised Scope of Work) and three more specific components that contribute to the USAID AO4 that supports "A developed business climate that enables private investment, job creation, and financial independence." The eight Scope of Work activities comprise:

- Activity 1 Upgrading of Informal Settlements
- Activity 2-Participatory Urban Planning
- Activity 3 Deeds Registration and issuance
- Activity 4 Formalization of land/occupancy rights supported by Cadastral Mapping
- Activity 5 Community Participation
- Activity 6 Legal Framework
- Activity 7 Regulations
- Activity 8 Public and Private sector Institutional Strengthening

The specific organizational components relating to the above activities comprise the following.

- 1. "Strengthen Land Tenure Security through Formalization and Upgrading of Informal Settlements" Support MUDA, Supreme Court, AGCHO, IDLG, Arazi, Communities and the Municipality of Jalalabad with informal settlements upgrading, formalization, cadastral mapping, women's inheritance and land rights law, community based dispute resolution, laws for urban planning and land use regulation, and training in planning and enforcement (related to SOW Activities 1, 2, 3, 4 & 5).
- 2. "**Legal Framework**" Provide limited assistance to Arazi to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance (related to SOW Activities 6 & 7).
- 3. "Capacity Building" Build capacity of public (AGCHO, Arazi, IDLG, MUDA, Supreme Court) and private sector service providers to improve and streamline land tenure processes to Afghan private and public sectors (related to SOW Activity 8).

Each component is further disaggregated into major activities necessary to achieve the output, and further activities are broken down into tasks—the smallest steps necessary to complete the program of work. Some tasks are process-driven to aid in the development of other tasks that follow. Other activities and tasks lead to concrete deliverables that will be reported upon in quarterly and annual reporting.

This Work Plan also speaks to USAID's thinking on programming activities according to the following general inputs:

- Bottom-Up
- Top-Down
- Middle

The more specific nature of these activities inputs is set out in Appendix A below. Project Components are set against this model in Appendix B.

The deliverables noted above are concrete outcomes of a given activity or task. Milestones reflect benchmarks of progress to help gauge LARA progress and performance at a higher order than is reflected in deliverables alone.

The work plan that follows programs activities, tasks and deliverables associated with each of the four components above. The Performance Monitoring Plan (PMP) in Appendix C links outputs to milestones that will be tracked and reported on for overall project performance. A summary of Project indicators and targets is set out in Table 2.1.

Table 2.1: LARA Performance Management Plan: Selected Indicator Targets

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL &

			Α	NNUAL TAR	RGET				
	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013			
	LARA project objective: Improve land tenure security of Afghans by Strengthening and supporting GIRoA institutions dealing with land, and create Afghan capacity to successfully design, manage, and implement land reform								
	Major Results and Out	comes	6						
1	% of surveyed Afghan community members that report satisfied land tenure security in targeted informal settlement communities	А	TBD	0	5% above baseline	15 % above baseline			
	IR 1. Management of g			property in	nproved				
	Major Results and Out	comes	3						
1.0.1	Revenues to GIROA from leases of government land [% increased]	С	TBD	0	10% above baseline	15% above baseline			
1.0.2	# of policy and procedural reforms improving tenure security for informal settlers, and enhance revenue collection capabilities	Y/N	TBD	N/A	TBD	TBD			
	IR 1.1Sub-IR 1.1 Institu	ıtional	Capacity of	Arazi enha	nced				
	Major Results and Out	comes	5						

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

			Al	NNUAL TAF	KGET				
	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013			
1.1.1	Milestone Index based on a competency framework for Arazi to fulfill its mandate, based on negotiated phased performance standards (milestone index are to be determined, and number of milestones is to be assessed during the baseline survey)	М	N/A	30%	50%	70%			
1.1.2	established and operational	Y/N	N/A	N/A	YES	YES			
	Sub-IR 1.2 Land dispute resolution mechanisms between MAIL and private individuals/businesses augmented								
	Major Results and Out			_					
1.2.1	Government/private land dispute mechanism developed and refined for implementation of Decree 638	Y/N	N/A	N/A	YES	YES			
1.2.2	# of training courses provided to Government and private sector on use of land dispute mechanism	С	N/A	0	8	15			
1.2.3	% of private sector indicating satisfaction with the dispute mechanism	А	N/A	N/A	70%	80%			
	IR 2.Municipal land ma Major Results and Out			nning capa	city strengthened				
2.0.1	# of properties paying Sanitation/Property tax revenues at the municipal level for targeted communities increased # of properties	C	TBD	N/A	10% above baseline	25% above baseline			
2.0.2	registered/recorded with municipal registration offices	С	0	N/A	10,000	25,000			

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

,	•			NNUAL TAR					
	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013			
Sub-IR 2.1 Core urban planning and management skills of key municipal property stakeholders strengthened									
	Major Results and Out	come	2						
	# of persons trained	001110.							
2.1.1	observed to be using skills gained through training	С	N/A	100	250	350			
2.1.2	# Persons trained in key technical land management skills	С	N/A	125	250	375			
2.1.3	# of urban development guidelines approved	С	TBD	0	1	0			
	Sub-IR 2.2 Urban form and implemented	alizati	on and upgra	ading proce	dures for informal set	tlements established			
	Major Results and Out	comes	3						
	# of Community								
2.2.1	Upgrade Development Plans approved.	Α	0	0	2	0			
2.2.2	# of informal settlements upgraded	Α	0	0	0	2			
2.2.3	Urban Coordination Group re-established and functioning	Y/N	N/A	Υ	Υ	Y			
	Sub-IR 2.3 Private and			agement of	f key land managemen	t areas enhanced			
	Major Results and Out	come	8						
2.3.1	# of private sector firms and public institutions receiving institutional capacity building training (related to business functions)	С	N/A	10	12	14			
2.3.2	# of private sector firms/public institutions receiving capacity training in land reform- related programs (technical)	С	N/A	4	6	8			
2.3.3	# of private sector/public sector employees trained in GIS and Land Records for formalization support activities	С	N/A	20	40	60			
2.3.4	# of private sector firms with Business Plans	С	N/A	0	2	3			

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

	ANNUAL TARGET							
	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013		
2.3.5	# of private sector firms bidding on donor- funded requests for application	O	N/A	0	2	3		
2.3.6	# of people employed by private sector partners as a result of project activities	O	TBD	10% above baseline	15% above baseline	20% above baseline		
2.3.7	# of people trained in organizational development disaggregated by gender	С	0	59	330	350		
	Sub-IR 2.4 Essential U			slation and	regulations identified,	revised and adopted		
	Major Results and Out	comes	3					
2.4.1	Land Management Law improvements agreed and drafted by Government (BizCLIR)	Α	TBD	YES	N/A	N/A		
	IR 3. Legal and proced	ural e	nvironment f	or Afghan I	and issues, especially	for women,		
	improved							
	Major Results and Out	comes	5					
3.0.1	% increase of surveyed Afghans that report satisfactory land service delivery by the makhzan	Α	TBD	0	10% above baseline	30% above baseline		
3.0.2	% increase of surveyed Afghans that report satisfactory service delivery by Municipality	Α	TBD	0	10% above baseline	25% above baseline		
3.0.3	% increase in women's inclusion in new deed registrations and leases/Occupancy Certificates	TBD	TBD	0	10% above baseline	15% above baseline		
	Sub-IR 3.1 Land regist			reeping sys	stems streamlined			
	Major Results and Out	comes	6					

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

	ANNUAL TARGET							
	Performance Indicator	Тур е	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013		
3.1.1	Reduction in average time in days from submission of paperwork to issuance of registration/certificatio n documents related to private land and property rights ¹	Α	250	45	30	15 working days		
3.1.2	Reduction in number of land transaction steps from the LRMD implemented to streamline operations ²	Α	9	9	7	6		
	Sub-IR 3.2 Inheritance			revised to	support women's acc	ess to land		
	Major Results and Out	comes	3					
3.2.1	# of proposed improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	Α	N/A	0	TBD	TBD		
	Sub-IR 3.3 Awareness	of Afg	han property	rights and	I formal transactions p	rocesses improved		
	Major Results and Out	comes	3					
3.3.1	# of public information campaigns/ messages promoting women's rights to land	Α	N/A	3	5	10		
3.3.2	# of public information campaigns targeting Afghan property rights and procedures	С	N/A	3	8	15		
3.3.3	% of public in targeted areas aware of public information messages related to land management improvements	А		20%	50%	70%		
	USAID Mission PMP indicators							
	Major Result and Outc	omes	(These indic	ators are c	ontributing to most of	the above IRs)		

¹Measures are based on the USAID BizClir Property Assessment Report issued in September 2011 and the "Registering Property Working Group" (RPWG) Interim Report issued in April 20111

²Measures are based on the World Bank's Doing Business Registering Property Indicator.

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013
4.7.4 -5	Number of households who have obtained documented property rights as a result of USG assistance	С	0	N/A	N/A	5000
4.7.4 -6	Number of land governance actors receiving USG-funded training or upgraded facilities/equipment	C	0	4	8	16
4.7.4 -8	Person hours of training completed by government officials, traditional authority or individuals related to land tenure and property rights supported by USG assistance	С	0	3000	86640	80,000
4.7.4 -9	Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders	С	0	364	263	150
1.6.1 -5	Number of people trained in conflict mitigation/resolution skills with USG assistance	O	0	0	480	1920
4.4.8	Number of beneficiaries receiving improved infrastructure services due to USG assistance. AID Effectiveness India	С	0	0	1000	7000

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

	Performance Indicator	Typ e	Baseline Value April 2011	Target Option December 2011	Target Option December 2012	Target Option December 2013			
AE2	# of Afghan Personnel Employed	С	0	45	0	0			
AE4	# of American Personnel Employed	С	0	6	0	0			
AE6	# of Local Firms Under Sub-Contract	С	0	4	15	25			
AE8	# of TCN Personnel Employed	C	0	7	0	0			
AE9	\$ Value of Local Procurements (sub- contracts, goods, services)	С	0	5,320,000	14,939,407	11,508,592			
AE10	\$ Value of Non Local Procurements (sub- contracts, goods, services)	С	0	1,680,000	4,717,708	3,634,292			
AE12	# of Afghan personnel employed providing security functions	С	0	49	0	0			
AE13	# of American personnel employed providing security functions	С	0	0	0	0			
AE14	# of TCN personnel employed providing security functions	С	0	2	0	0			

CONTRACT SCOPE OF WORK ACTIVITIES 1&2: UPGRADING OF INFORMAL SETTLEMENTS &URBAN PLANNING

2.1 INFORMAL SETTLEMENTS & FORMALIZATION COMPONENT. SUPPORT MUDA, AGCHO, IDLG, SUPREME COURT, AND MUNICIPALITIES WITH INFORMAL SETTLEMENTS UPGRADING, FORMALIZATION, MAPPING, AND URBAN LAND USE PLANNING

LTERA contributed to the improvement of settlements in Kabul, Mazar-e-Sharif, Kunduz, and Taloqan by developing an approach to identify, clarify, and record informal ownership claims. Other projects and organizations have also explored ways to provide basic services and tenure security in informal settlements. The LARA project under this component will capture and build upon lessons learned, coordination closely with existing projects (e.g. RAMP UP), conduct upgrading and formalization activities in one Provincial Municipality, train municipal and GIRoA officials in urban land use planning, and assist with review and drafting of urban planning legislation.

Four principal institutional agencies are critical for the delivery of this component—MUDA, IDLG, AGCHO and the municipality. Each has its own structure, mandate and operational procedures, and each is critical in urban land use planning in general and in the upgrading of informal settlements in particular.

- MUDA's functions are to set urban policies; develop master plans, urban building codes, and standards; laws; and regulations, and to undertake capacity building of Afghanistan's municipalities.
- **IDLG** has a broad mandate ranging from governance to community participation to recruitment of governors, mayors, and councilors. The IDLG oversees 142 municipalities and assists with plan implementation, budgeting, and other municipal operations. The General Directorate of Municipal Affairs has a planning department, supported by the UNDP. Plans are developed by MUDA and are implemented by the municipalities with the assistance of IDLG.
- **AGCHO** is responsible for all mapping and surveying in Afghanistan and theoretically, in the future, it should be providing all the required base maps and associated materials to assist MUDA, Arazi, the Supreme Court and IDLG operations.
- Municipalities are the ultimate beneficiaries of MUDA and IDLG activities and are responsible for delivery of services and management of growth in their areas of jurisdiction. Most municipalities today are characterized by large areas of unplanned and uncontrolled informal settlements. Most Afghan municipalities do not have valid city plans to guide urban planning, and even if they did, local authorities have limited capacity for implementation and monitoring. Urban institutions operate under laws and regulations established 30-40 years ago, staff are largely unaware of Afghan law, and city dwellers pay scant attention to governance, revenue collection, and building code enforcement.
- Supreme Court in Kabul and Appeal Courts in the provinces are responsible for formal decisions on land disputes, and issue title deeds to property owners. For Informal settlements formalization, once all initial actions (door to door survey, ownership identification, dispute resolution, GIS and mapping, participatory urban planning, and registration with Municipality) are carried out then the whole package goes to the Court for formal deed issuance.

There appears to be no clear division of powers and functions between the various agencies, leading to jurisdictional conflicts between national, provincial, and municipal levels of government. There is room for improvement in the areas of communications and information flows between these institutional parties.

In addition, informal settlement upgrading should not be considered an isolated activity. Rather, informal settlements, in spite of their many problems and issues, must be considered as integral parts of the urban fabric, and urban planning must seek ways to recognize and integrate the informal with the formal physically, socio-economically, and institutionally.

This component consists of three principal activities:

- 1. Provide urban planning technical assistance in areas such as urban policy development, plan development and planning processes, land use regulations, planning for informal settlements upgrading, urban/settlement information systems, planning law and legislative reforms;
- Conduct upgrading and formalization activities in informal settlements including defining criteria for selecting informal settlements for upgrading, upgrading strategies and plans, recording properties titles in informal settlements, and incorporation of informal settlements into the city plan;
- 3. Capacity building and training in MUDA and when possible other related GIRoA entities and the selected municipality for urban planning (including informal settlements upgrading), plan implementation, development control (enforcement), monitoring and evaluation, and plan revision.

These activities will not occur in isolation of each other, or sequentially.

2.1.1 Expand Institutional Support for the Coordination and Management of Land Services

The purpose of this activity is to evaluate the land management capacity and infrastructure in target municipalities in order to select municipalities where the formalization and informal settlement upgrading work is secure, technically feasible, and financially viable.

Task 2.1.1.1: Identify institutional stakeholders and implementing agencies in the target Municipality beginning in Jalalabad with potential for up to two other locations. In coordination with the USAID Field Mission and the target Municipality, LARA will conduct preliminary fact-finding missions to the selected Municipality with the scope of introducing LARA's Scope of Work and gain a preliminary understanding about the status of the public institutions which deal with land management, discuss land and planning-related issues in the province, and learn about other donor projects and local coordination mechanisms. This will be followed by an institutional assessment of priority training needs, infrastructural requirements and options.

Task 2.1.1.2: Support appropriate coordinating mechanisms amongst institutional stakeholders. LARA will consult its counterparts to verify if the "Urban Coordination Working Group", whose monthly meetings are chaired by H.E. Minister of Urban Development Affairs, is still operational – in which case LARA will request to be part of it. If not, LARA will promote its revival to improve intra-agency communications and reporting of field activities. A major objective of the UCWG will be to help coordinate the activities and investments in urban areas and reduce jurisdictional contradictions between urban institutions. The UCWG will convene representatives from MUDA, IDLG, AGCHO, the selected municipalities, and the different agencies operating in urban upgrading, such as UN-HABITAT, WB/KURP, RAMP-UP, UNDP/ASGP and LARA This is a critical activity in this component of the program. In addition, LARA will be drafting succinct Monthly Activity Reports addressed to MUDA and IDLG. Copies of these reports will be made available to USAID.

Task 2.1.1.3: Support Improvements to Selected Technical Offices. The above mentioned institutional assessment will help to identify priority training needs, infrastructural requirements and options for the refurbishment of selected technical spaces necessary to store land records, property records' archives, maps, land use plans and IT servers. Any refurbishment that might be proposed will be undertaken in consultation with RAMP-UP, to avoid duplication or un-coordinated efforts.

In addition, the implementation of LARA urban planning, formalization and informal settlements upgrading work under Component 1 will require a minimum office space and facilities for its team of planners and engineers. The team will verify the availability of local counterparts to provide limited office space in their buildings in exchange for some equipment and utilities.

			Rer	naiı	ning	Pro	ojec	t Te	rm					
Task and Sub-Tasks		2011 (months)			2012 (quarters)			(2013 (quarters)			Key Deliverables		
1. Identify institutional stakeholders and implementing agencies in target Municipality														
Conduct preliminary fact-finding missions												Mission Report		
Conduct preliminary assessment in province														
2. Support appropriate coordinating mechan	nisn	ns an	nor	ngst	ins	titut	ion	al s	tak	eho	lde	rs		
Support the revival of the Urban Coordination Working Group chaired by MUDA														
Draft regular reports to MUDA & IDLG			T									Monthly Reports		
3. Support Improvements to Selected Techn	ical	Offi	ces	3										
Identify priority training needs and												Training Needs Assessment		

			R	ema	aini	ng	Pro	ojec	t Te	rm				
Task and Sub-Tasks		2011 (months)			2012 (quarters)				2013 (quarters)				Key Deliverables	
infrastructural requirements														
Recommend improvements														
Verify availability of working space for team														
Negotiate limited working space													Team embedded in Municipality	

2.1.2 Provide Urban Planning Technical Assistance in Areas such as Urban Policy Recommendations, Plan Development and Improvements to Planning Processes, Informal Settlements Upgrading Policy, Urban Information Systems, Review and Recommend Improvements to Land Use Regulations and the Legal Urban Planning Framework

LARA's Urban Planning and Land Formalization team will work with MUDA, IDLG, AGCHO, Arazi and the selected municipality to improve communications and technical/administrative coordination and develop a comprehensive and flexible approach to urban planning and informal settlement upgrading within the broader urban development context of the selected municipality.

LARA's Legal Advisor will also work with the Ministry of Justice's Taqnin Department, MUDA, and municipal officials and councilors to identify gaps and contradictions in existing legislation supporting urban and land use planning and formalization. This gap analysis will result in the revision and drafting of recommended new legislation as appropriate. Legal revisions will identify responsibilities of each governmental institution so as to assign appropriate roles and avoid duplication of efforts. These will include the review of AGCHO's role in the provision of cadastral surveys for urban areas.

Task 2.1,2.1: Assess Urban Planning Issues. LARA's urban planning team will meet officials from IDLG, MUDA, MUDA's Provincial Department, the Governor's Office and the selected municipality to confirm known issues, share information and knowledge, assess the status of current city planning processes, land use plans and define the procedural, legal or logistic nature of any bottlenecks in the planning process. A Socio-Economic and Housing Baseline Survey conducted in an area frame that includes informal settlements will provide key data on living conditions, ownership status and access to basic services. Professionals, tribal authorities, CDCs (where established) community leaders, as well as local NGOs and implementing agencies (such as UN-HABITAT, UNDP and RAMP-UP) will be consulted to be inclusive of their interests and viewpoints. Particular attention will be devoted to including women, elders and minority groups.

Task 2.1,2.2: Improve GIRoA and Stakeholder Coordination. LARA's planning team and communications unit will work with MUDA, IDLG and the Governor's Office to improve coordination between MUDA and its provincial Departments, the municipality, utility providers, implementing agencies, and communities. The Urban Coordination Meetings will provide an important platform for all stakeholders to share progress of their activities, lessons learned and discuss next steps. Appropriate reporting will be ensured both at the local and central level. LARA will support MUDA to improve its communication and outreach on land and planning issues.

Task 2.1.2.3: Draft Joint Urban Planning Procedures. On the basis of the experience developed by KURP, UN-HABITAT and ICMA (precursor of RAMP-UP), LARA will offer its assistance to MUDA and IDLG, to develop a set of 'enabling' principles and step-by-step urban planning procedures, with an emphasis on coordination mechanisms, participatory assessments of urban issues and the adoption of strategic planning tools. Procedures may need to be flexible enough to reflect the unique circumstances in other target settlements throughout the country (should the project expand). The aim is to support the

development of realistic city and detailed plans to ensure a seamless interface between planning and implementation – particularly for the upgrading of informal settlements.

Task 2.1.2.4: Organize Legal Clinics aimed at reviewing land-related and urban planning legislation. The upgrading of informal settlements, registration of property titles, and formalization of informal property will occur within the context of Afghan law, but it is acknowledged that the present legal framework does not reflect adequately the reality of informal settlements or allow the mainstreaming of more integrated and strategic approaches to planning. In coordination with the Legal/Business Environment Assessments conducted under the Legal Framework Component and in consultation with its counterparts, LARA will undertake a review of urban laws and regulations which have an impact on settlement regularisation and land use control. Some of these issues have policy implications which will need to be assessed. On the basis of information gathered during assessments of informal settlements and the wider municipality, the Legal Advisor will organize Legal Clinics during which participants will draft recommendations for legislative changes, The LARA team will sponsor consensus building activities to debate and discuss the reforms to land legislation and to encourage comments from international experts, Afghan law school professors, lawyers, and municipal officials. The Legal Advisor will work with Taqnin, IDLG, MUDA and the Council of Ministers as necessary to include suggested amendments in the official legislation.

Task 2.1.2.5: Draft Urban Development Guidelines. Using existing templates (such as the Manual developed by ICMA) and referring to the Zoning Ordinance recently drafted by MUDA, the LARA team will assist MUDA in drafting an Urban Development Guideline for the selected municipality. The Guideline will be drafted in parallel to the Community Upgrading Plans (CUPs).

Task 2.1.2.6: Organize Urban Planning Clinics to improve land use planning processes and outputs. LARA will provide technical assistance in the form of "Urban Planning Clinics" to help MUDA improve its urban planning process and approaches. The clinics will be run by LARA trainers working in conjunction with urban planning experts. The clinics will enable officials to work with peers on developing solutions to problems they encounter on a day-to-day basis, such as outdated planning procedures and approaches, outdated and scarce survey data, insufficient information for land use planning, poor coordination, and lack of public consultation mechanisms. The outcome will be action points that participants can take back to their institutions for authorization to proceed. This process will incorporate the knowledge drawn during the legal clinics described above, as well as elicit inputs from planning professionals, academics and municipal officials.

Task 2.1.2.7: Incorporate Informal Settlements into GIS-Based City Maps and Plans. In concert with legal and institutional initiatives, an Afghan Integrated Cadastre and Registry System (AICRS) will be configured for sustainability and to support the incorporation of settlements in the new city plans. The off-the-shelf software will enable municipal staff to merge, integrate, and overlay data from scanned maps and plans, electronic data, and satellite imagery, and rights related attributes so that newly created maps seamlessly join with existing data. LARA will also ensure that tools are in place and staff is trained to enable integration and data sharing with other municipal systems such as the fiscal cadastre and any associated property valuation and tax management systems.

Task 2.1.2.8: Assist Municipalities with Property-Based Revenue Collection. The most common property-based fee is the *safayie*, or cleaning fee (that includes a residential or commercial rate) based on size of property. It is foreseeable that in the future the government might be able to collect property taxes in addition to this fee. While municipal authorities are already under pressure to expand their revenue basis, the LARA team will use mass media and distribution of communication materials to raise awareness of the powers, functions, and responsibilities of municipalities and the importance of municipal revenue for service delivery and infrastructure. LARA will coordinate with the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) project to ensure consistency of IT systems,

training efforts and outreach campaigns, to avoid duplicate efforts in the assistance to upgrading municipal fiscal cadastres.

			R	ema	aini	ng	Pro	jec	t Te	rm					
			11				12				013				
Task and Sub-Tasks	(mo	nths I	5)	(0	qua	rter	s)	(qua I	ırte	rs)	Key Deliverables		
1. Assess Urban Planning Issues															
Preliminary Meetings at central and provincial level															
Conduct Socio-Economic & Housing Baseline Survey in informal settlements													Survey Report		
Collate information from other agencies															
Conduct community mobilization activities															
2. Improve GIRoA and Stakeholder Coordina	atio	n													
Take part and contribute to Urban Coordination Meetings															
Develop communication strategy				П		П					Г		Communication Strategy		
Support coordination and MUDA communication and outreach															
3. Draft Joint Urban Planning Procedures															
Review available procedures															
Develop draft Urban Planning Procedures													Draft Planning Procedures		
4. Organize Legal Clinics aimed at reviewing land-related and urban planning legislation													ation		
Review of relevant urban laws & regulations															
Support legal roundtables															
Organization of Legal Clinics						П									
Suggest amendments to the official legislation													Recommended amendments drafted		
5. Draft Urban Development Guidelines															
Review available templates															
Conduct consultations						П									
Draft urban development guideline and its endorsement by MUDA													Urban Development Guideline implemented		
6. Organize Urban Planning Clinics to impro	ve	land	d us	se p	lar	nin	ıg p	roc	es	ses	an	d oı	itputs		
Review current urban planning processes															
Conduct on-the-job training															
Assist to develop Map of Existing Land Use				П		П							Land Use Map		
Identify key steps in city planning															
Assist to develop Land Use Plan													Land Use Plan		
7. Incorporate Informal Settlements into GIS	-Ba	sec	l Ci	ty N	Лар	s a	nd	Pla	ns	-	-	_	-		
Develop and configure AICRS													AICRS designed and configured		
Conduct training of municipal staff															
Integrate data into AICRS													AICRS operational		
8. Assist Municipalities with Property-Based	l Re	vei	nue	Со	lled	tio	n								
Assess current procedures and baseline													Municipal Revenue Baseline		
Develop communication strategy													Communication Strategy		
Launch and conduct awareness campaigns													Media campaign		
Help to improve recording systems															

2.1.3 Conduct Upgrading and Formalization Activities in Informal Settlements including Defining Criteria for Selecting Informal Settlements for

Upgrading, Upgrading Strategies and Plans, and Recording Properties in Informal Settlements

A key activity of the LARA will be the effort to regularize and upgrade a minimum of two informal settlements in the target municipality. Clear definitions and delineations of the informal settlements are required, as are clear objectives and procedures for achieving those objectives. A series of discrete steps are required to achieve informal settlement upgrading.

Task 2.1.3.1: Assist MUDA to Develop Criteria for Informal Settlements Upgrading. In preparation for a proposed 2nd phase of upgrading investments in Kabul, KURP has recently developed, with the assistance of the World Bank, a set of criteria for informal settlements upgrading. The LARA project in consultation with MUDA will re-examine these criteria, amend as necessary, and build upon them to guide investments in informal settlements upgrading work. In consideration of the fact that many formal settlements are also lacking services, LARA may support the the development of criteria that apply also to formal but un-serviced areas. The selection criteria developed will be translated into a matrix of indicators (incidence or potential of land-related conflict, economic opportunity, urgency of basic need provision) resulting in a ranking framework for improved informal settlement selection. The draft criteria produced will be reviewed by counterparts below before finalization.

Task 2.1.3.2: Conduct a Workshop on Upgrading and Formalization. The LARA team and MUDA/KURP will convene a joint workshop in Kabul and invite the participation of the key organizations involved in informal settlement upgrading work. Participants will include IDLG, Arazi, KM/KCI/KSP, AGCHO, UN-HABITAT, UNDP/ASGP, AKDN, local partners of LARA, CHF, CARE-International, and ACTED to help capture best lessons and harmonize the processes and tools used in prioritizing informal settlements for upgrading.

Task 2.1.3.3: Develop Manual/Handbook to Guide/Standardize Upgrading Work. LARA will lead the coordination and development of an *Informal Settlement Upgrading Handbook* for government donorled and community projects. Such a handbook will outline procedures to be followed for the purpose of resolving disputes, offer guidance on upgrading infrastructure, and formalizing rights in land and property. In preparing such a Handbook, the LARA team will refer to the Procedure Manual developed by the World Bank for its KURP project, and any other manual that may have been prepared by other agencies to guide informal settlements upgrading. LARA will be mindful of not attempting to "reinvent the wheel". The Upgrading Handbook will be gradually reviewed in the light of any changes in the legal framework, improved dispute resolution procedures and lessons learned during the upgrading works.

Task 2.1.3.4: Select Informal Settlements. Using the Informal Settlements Selection Criteria, MUDA and municipal officials, in consultation of local councils will select a minimum of two informal target settlements in their municipality, for an estimated total surpassing 25,000 properties.

Task 2.1.3.5: Conduct Legal and Procedural Training for MUDA and Stakeholders. Five Afghan laws will have bearing on the speed and effectiveness of LARA's formalization and informal settlements upgrading work: Law of Municipalities, Procurement Law, Public Finance and Expenditure Control Law, Land Management Law, and Law for Survey, Verification, and Registration of Lands. LARA will first orient municipal officials, councilors, and District Development Assembly members in these laws. Once completed this orientation, local training Service Provider, working under the direction of the LARA Training Unit, will assist MUDA, municipal officials, and councilors to consider within the context of law how to upgrade informal settlements, register property titles, and process informal property claims. In addition, participants will be introduced to the use of the *Informal Settlement Upgrading Handbook*. Participants will be guided through a process of naming the steps, responsible parties, timeframes, objectives, and issues that might be encountered, thereby developing contingency plans for problems that are likely to arise. These trainings should also be provided to relevant GIRoA stakeholders including, but not limited to Arazi, AGCHO, IDLG and the Supreme Court.

- Task 2.1.3.6: Develop Communication and Community Outreach Strategy. To mitigate resistance or disputes within the targeted communities, brought about by people's mistrust in the proposed improvements, conflicting or false information, presence of outside contractors, LARA's communication team will work with the municipal authorities to develop an effective communication strategy. USAID will approve all communications material. Municipal officials and citizens will be informed about the type, scheduling, and scope of the interventions to be undertaken. Full community participation and engagement will be encouraged in the tasks that follow.
- Task 2.1.3.7: Develop Community Upgrading Plans. Drawing lessons from the CDCs and shura models developed by UN-HABITAT and KURP, each municipal district (nahía) will be encouraged to elect/appoint an inclusive Upgrading Implementation Team (UIT) to guide and track project implementation. Using the *Informal Settlement Upgrading Handbook* as a guide, the UIT will identify community leaders and elders, including women, willing to engage in planning physical improvements in their own community. At a first public meeting, LARA's community facilitators will guide DUDA, municipal, and community participants through a participatory diagnostic of the settlement for purposes of jointly establishing priorities needing upgrading, such as improving streets and drains. Based on consensus, one or multiple projects will be selected. The UIT, with LARA support, will assist in the drafting of a detailed Community Upgrading Plan (CUP) for each settlement, accounting for all priorities, the actions and resource needs identified. The CUP will need to be developed in accordance to the overall city plan. The CUP will be formally submitted to the Municipal Council and Municipal Administration for review and approval.
- Task 2.1.3.8: Issue Competitive Tenders for Upgrading Projects. LARA will consult with its counterparts and work closely with the UIT to draft Tenders for Upgrading prioritized in the above Community Upgrading Plans (CUPs), The Tenders will be submitted to USAID for approval. Once approved and following the Procurement Law, the RFP and CUPs will be forwarded to the municipality's procurement committee for review and selection of the Afghan contractor, subject to USAID approval. Tenders will be procured directly through the LARA office, in consultation with the Municipality. Engineering Services will inspect the work, while the leaders and elders of the community will be trained to conduct social audits in parallel to the engineers.
- Task 2.1.3.9: Implement Land Formalization and Upgrading Work. Afghan contractors will follow a step-wise approach during the implementation of formalization and settlement upgrading work. Recording of properties and formalization will take 12-18 months per municipality. An MOU will be developed for this work. The land formalization activities will include the following:
- Acquire suitable accuracy imagery and digitize the cadastral parcels in the selected settlements.
- Sub-divide the areas in appropriately-sized "clusters" of households as the basis for conducting a community education and awareness program regarding the proposed cadastral survey, property formalization and infrastructure upgrade activities that will occur.
- The cadastral survey team will visit the households (door to door) in each cluster to confirm the digitized parcel boundary shape, to capture a property image and GPS point to confirm the parcel's location, collect other required information from the occupants and, where permission is granted, photograph any documentary evidence supplied by the occupants.
- Enter the data collected in the field for each property into a suitable computer software system to create individual property folios for all land parcels in the settlements.
- Appoint a group of well-respected people and professionals through election to verify land rights and resolve disputes.

Work on formalizing land tenure to the extent required by the municipality. Municipalities will be
equipped with the AICRS that will be configured around the off-the-shelf software. The capture of
transactions (including inheritance) will be configured into AICRS to integrate these transactions into
makhzan level systems, or operate as standalone registries under a more decentralized governance
model.

In parallel, LARA will be working closely with the Jalalabad Municipality to implement upgrading work in each of the selected settlements. LARA will provide basic training to the contracted Construction Company/ies to ensure that they employ high working standards as well as appropriate consideration for community dynamics and needs during upgrading works. Afghan contractors will adopt a "street-wise approach" during the implementation of the upgrading work. Steps will include the following:

- Prioritize works in accordance to the CUPs' Plan of Action.
- Encourage stakeholders and the contractors to make use of the *Informal Settlement Upgrading Handbook*, adapt it to local circumstances and revise it accordingly.
- Undertake upgrading activities in accordance to CUP, prioritising works that most respond to community needs and practical considerations
- Engage the local UITs in settling disputes that might arise during the construction works so as not to hold back the operations of the contractors. The local UITs will also employ local community members wherever possible in contributing to the preparatory works, negotiations of rights of way, minimization of road disruptions, repairs etc,
- LARA's team will work with its municipal counterpart(s) to inspect the work, while the leaders and elders of the community will organize social audits parallel to the engineers. In this way, municipalities will learn quality control, while community leaders and elders learn to monitor public works independently.

Ensure appropriate and independent supervision to the works for purposes of M&E The completion of the upgrading **Remaining Project Term** works in informal settlements 2011 2012 2013 (quarters) (months) (quarters) could take from one to one and a **Key Deliverables** half years, and preparatory steps may defer the state of this task.Task and Sub-Tasks 1. Assist MUDA to Develop Criteria for Informal Settlements Upgrading Analyze previous examples of criteria Discuss criteria with counterparts Finalize draft criteria Criteria Informal Settlement Upgrading 2. Conduct Upgrading & Formalization Workshop Discuss content & logistics with KURP Prepare agenda and list of invitees Extend invitations in Kabul and provinces Hold Workshop Workshop Proceedings 3. Develop Handbook to Guide Upgrading Work Collate existing handbooks Review with counterparts and other agencies Draft revised handbook Handbook drafted Submit draft to MUDA for endorsement Handbook submitted to MUDA Review during implementation works 4. Select Informal Settlements

The completion of the upgrading	Remaining Project Term									erm							
works in informal settlements		201	1_			20	12			20)13		Kay Paliyayahlas				
could take from one to one and a	(mont	hs))	(q	luai	rter	s)	(qua	rtei	rs)					
half years, and preparatory steps													Key Deliverables				
may defer the state of this																	
task.Task and Sub-Tasks																	
Collate information on Informal settlements																	
Consult counterparts at local and central level	Т																
Select two or more informal sites																	
Draft and sign MoU with counterparts													MoU with Municipality				
5. Conduct Legal and Procedural Training	-																
Review legal framework																	
Draft recommendations for improvements																	
Develop training format																	
Hold training in for MUDA, Municipality etc													Training sessions held (min. 20 people)				
Draft final procedural recommendations													Recommendations drafted				
7. Develop Communication and Community	Out	treac	h S	Stra	ate	gy											
Undertake community consultations			Т														
Prepare strategy for community mobilization													Communication outreach plans				
Information campaign & reporting			П										Leaflets, media programs etc				
8. Develop Community Upgrading Plans				-								-					
Conduct survey assessments																	
Conduct community mobilization activities			T														
Conduct planning workshops with local authorities	П																
Hold participatory meetings to assess needs	\vdash		┪	-													
and prioritize upgrading projects																	
Develop upgrading plans													2 Plans drafted				
Submit plans for approval													2 Plans submitted for approval				
9. Issue Competitive Tenders for Upgrading	Pro	jects	3														
Draft Scopes of Work for upgrading projects																	
Submit to Municipality SoWs for approval													SoWs approved				
Conduct procurement training																	
Develop procurement tenders																	
Announce tenders																	
Advertise and secure contracts			\int														
Establish inspection procedures for supervision of works																	
10. Implement Formalization and Upgrading	Wc	rk															
Record properties													25,000 properties recorded according to municipality requirements				
Start and conduct upgrading works													Upgrading works completed				
Supervise works		\Box	_[T	_7												

CONTRACT SCOPE OF WORK ACTIVITIES 3, 4&5: DEED REGISTRATION, FORMALIZATION OF LAND/OCCUPANCY RIGHTS, & DISPUTE RESOLUTION & COMMUNITY PARTICIPATION.STRENGTHEN LAND TENURE SECURITY BY SUPPORTING THE SUPREME COURT AND COMMUNITIES WITH RIGHTS FORMALIZATION AND INFORMAL DISPUTE RESOLUTION

2.1.4 Evaluate Land Registration System, Design Improvements, Build Capacity, and **Speed Automation of Land Records**

Despite LTERA, registration procedures still place a significant onus on citizens to physically visit multiple government agencies to register property. The World Bank Doing Business report shows transaction processing times to still be excessive in Afghanistan and fees at levels that act as a disincentive for undertaking land and property registration. Perceptions of widespread fraud and corruption continue to constrain the land market and undermine government's legitimacy. The CLIR/BizCLIR assessments under the Legal Framework Component should yield recommendations on streamlining registration procedures, legal and regulatory reform, and institutional change. This activity will further assess the state of land records management (hardware, software, and record management systems) for purposes of systems upgrading. It should be noted, however, that these activities may change depending on any potentially overlapping activities from the local organization, Harakat. Harakat has been financed by DFID to undertake system stream-lining activities but the current state of the funding remains uncertain.

Task 2.1.4.1: Assess Supreme Courts Land

Registration System. LARA's land registration and cadastral specialists, along with local partners, will undertake a diagnostic of the Supreme Court's hardware, software, and land record management systems (see Box A). This diagnostic will help determine the scope and nature of a land records management system that will best serve the purposes of the Supreme Court and develop a transitional roadmap. While the application of off-theshelf software is one option to help streamline and automate land records, other more basic systems will be explored as possible initial, interim, or final platforms for the Supreme Court during LARA's planning horizon.

Task 2.1.4.2: Support Legal Recognition of Customary

Deeds. The Land Management Law currently does not

Box A: Land Record Management Diagnostic

- · IT capabilities and needs
- Record management system
- Types of land information (ownership, taxation, transfers, leasing, etc.)
- Data quantity and quality from district to provincial to national
- Geographic coverage
- State of infrastructure and needs
- Human resources and capabilities

recognize customary deeds, thus undermining property rights and tenure security of customary holders. LARA will work with MAIL's PALAD to review best practices, amend policy, legislation, related land laws and respective regulations, where necessary, drawing upon the services of local firms and LARA's legal team.

Task 2.1.4.3: Support Digitization of Title Deeds and/or other Documentary Evidence of Land **Rights.** Harakat, with DFID funding, is supporting work to create electronic copies of deeds and other property records, and welcomes LARA's cost-sharing in this area. Harakat plans to issue a tender for the upgrading (i.e. physical infrastructure) of Appeals Court makhzan in eleven provinces, in addition to scanning and indexing of the deeds and other property records in the Supreme Court in Kabul, the 11 provincial makhzan, and Arazi. LARA cost sharing will come in the form of providing modern, secure and scalable land records archiving software (GRM OpenTitle and GRM LRS Backfile), computer replacements/upgrades in the makhzan, and software training. The latter will be provided to the successful tenderer chosen by Harakat in addition to makhzan staff themselves. The outputs from this activity will then be migrated into the Computerized Deeds Registry LARA is proposing to configure for the Supreme Court, and the LARA proposed Arazi Land Records Management Information System (ALRMIS).

Task 2.1.4.4: Streamline and Automate Land Records. Improving the systems for archive management may well serve the Supreme Court for the foreseeable future and perhaps the life of LARA. However, establishing a whole-of-process computerized deeds registry will provide property record security and increase the transparency of property transactions in the makhzan, thereby reducing corruption opportunities. ILS and a local LARA partner will prepare a business area analysis and systems requirements specifications document, with options and scalability for possible implementation during the Project, for example:

- GRM LRS as the platform for the computerized deeds registry to automate and streamline registration procedures, enabling citizens to check the status of their transaction at any stage of the process.
- Enabling automated, semi-automated and manual linkages between GRM LRS and GRM Multi-Cadastre deployed in the AGCHO Cadastral Department to enable integration between cadastral maps/plans and property ownership records.
- Create linkages to other common IT platforms (GRM LRS and GRM MultiCadastre) configured in Arazi and Jalalabad Municipality to streamline land tenure process.

ILS will develop the methodology for migrating LTERA's records and other data digitized under Task 2.2.1.3 into the Computerized Deeds Registry and the ALRMIS as appropriate.

Task 2.1.4.5: Develop SOPs and Service Delivery Standards. In addition to software manuals that come with the land information system software, a local partner of LARA will work with the Supreme Court in developing an SOP manual for Appellate Court (makhzan) staff to enable consistent operations. The SOP manual will also be the basis for establishing service level standards against which individual makhzan performance can be measured. A local partner with ILS will assist the Supreme Court and High Office for Oversight to establish performance indicators and complaint handling procedures to deal with poor service delivery and reduce potential fraud for roll-out during the second half of the Project.

Task 2.1.4.6: Conduct Training Programs.ILS and local partner of LARA will prepare training materials on revised registration procedures, in addition to manuals outlining SOPs of the makhzan. These trainings will be provided to court staff, combined with the technical aspects of transaction operations, will ultimately improve service delivery and help reduce negative perceptions of makhzan operations. A training schedule will be developed for customer service training based on needs assessment and priorities identified.

Task 2.1.4.7: Expand Awareness of New Procedures and Standards. LARA will develop and support the preparation of communication campaigns in Pashto and Dari to inform communities about new procedures and delivery standards under this task. Broadcasting of these campaigns will not take place until the second half of the Project due to budget reductions. All communications material must be cleared by USAID.

			Re	main	ing l	Proje	ect 1	erm)			
Task and Sub-Tasks		20 ⁻			_)12			20			Key Deliverables
		0	N C	1	2	3	4	1	2	3	4	
1. Assess Supreme Courts Land Registration System												
Recruit subcontractor												
Develop diagnostic methodology												

				Rem	naini	ng F	Proje	ect 1	<u> Term</u>	1			
Task and Sub-Tasks			11				12				13		Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
Undertake diagnostic													
Analyze and prepare report													Diagnostic of Supreme Courts land record management system
2. Support Legal Recognition of Customa	ary D	eed	s										
Conduct legal review													
Support legal roundtables													
Provide legal drafting assistance													Land Management Act amended
3. Support Digitization of Customary Dee	ds												
Prepare SOW (Harakat)													
 Conduct tendering process for contracts 													
Work on digitalization													Data files for later Project integration
4. Streamline and Automate Land Record	s												
Conduct system analysis and develop specifications													
Prepare strategy													Strategy for Automating Customary Land Records
5. Develop SOPs and Service Delivery Sta	anda	rds											
Develop performance standards													
Prepare SOP manual													SOP manual
6. Conduct Training Programs													
Prepare training materials													
 Conduct makhzan customer needs assessment and assess priorities 													Makhzan needs assessment
7. Expand Procedural and Standards Del	ivery	/ Aw	arer	ness	,								
Prepare communications plan													
Tender services													
Prepare media materials													
Conduct communication campaigns													Campaign to start in second half of the project

2.1.5Evaluate and Reform Inheritance Laws to Support Women's Access to Land

While Afghanistan's law on inheritance is found in the Civil Code, the provisions are based on Shari'a law. Shari'a law does, however, provide women (daughters and widows) the right to inherit land, and much can be done to ensure that women know and exercise their rights. Women and men often do not know Shari'a law, and social and cultural barriers often prevent them from receiving their share of land from inheritance. It is culturally inappropriate for women to own land, as this is seen as a challenge to the customary notion of men as family breadwinners and protectors. Though illegal, *walwar* (bride price or dowry) is common in Afghanistan, and women have the right to *mahr* (dowry) but rarely enforce it. These practices hinder inheritance, as these are regarded as the daughter's or bride's share of the family's assets. Often women choose to give their inheritance to their brothers out of respect and to maintain good relations in the case of divorce or widowhood. Coordinating with other actors and/or projects in this sector (e.g., the *U.S. Ambassador's Small Grants Program to Support Gender Equity in Afghanistan*, and organizations like NRC and others), these tasks endeavor to strengthen women's inheritance rights through legal reform, advocacy, and empowerment.

Task 2.1.5.1: Undertake Gender Assessment. LARA partners dTS and Landesa, along with a local women's group to be identified, will undertake a women and land assessment ("Gender Assessment") for purposes of developing the Gender Work Plan. This work plan will provide concrete steps for addressing the elements of legal reform, advocacy, and empowerment noted above, as well as gender issues cutting across other project components.

Task 2.1.5.2: Form Women's Land Rights Task Force & Advocacy Coalition. In order to encourage an active, result-driven approach supporting women's access to land, the LARA team will work to create a Women's Land Rights Task Force comprising influential leaders and representatives of the Ministry of Women's Affairs, Ministry of Justice, All Afghan Women's Society, Afghan Women's Network, and women of both houses of Parliament, and religious stakeholders. This task force will review LARA deliverables, mobilize political support and protection as needed, and oversee progress on the Gender Work Plan to ensure that its targets are met. LARA will provide Secretariat functions and assist with PIA campaigns, advocacy, and roundtables and other venues with funding channeled through a local Afghan partner (or partners) to be identified. The Task Force will serve as the Steering Committee to a larger coalition of women's advocacy organizations and key individuals who will work with Landesa and the Communications function to design and conduct advocacy campaigns to promote the reforms in the laws pertaining to inheritance and other aspects of women and vulnerable populations access to land rights.

Task 2.1.5.3: Evaluate Legislation Affecting Women's Access to Land and Assist with Legal **Reforms.** dTS, TTARD staff and will conduct an assessment of the legal, institutional, and socio-cultural constraints that impact a woman's right to inherit, own, or control land. The assessment will identify feasible legal and program interventions that broaden women's inheritance rights within the limits of Shari'a law, including legal reforms, advocacy, training, and empowerment. Staff from dTS and Landesa will help in the design and implementation of these interventions. Landesa will also work with the LARA's women's land rights lawyer to draft legal amendments using the task force and advocacy coalition, above, to build consensus and political will. Drafts will be widely circulated for comments to address opposition, promote transparency, and encourage support for passage and implementation.

Task 2.1.5..4 Raise Women's Inheritance and Land Rights Awareness. The LARA communications team will undertake a communications campaign to raise awareness of women's inheritance rights under the Afghan legal code and Shari'a law with religious, cultural, and community leaders. All communication campaigns must be cleared by USAID. Following an assessment of effective ways to reach the target audience, a nationwide campaign will be conducted to highlight the importance and value of enforcing women's inheritance rights. Landesa and dTS will coordinate with local NGOs to design and conduct information campaigns and community conversations / roundtables.

				Rem	naini	ng F	roje	ect T	ern	1			
Task and Sub-Tasks		20	11			20	12			20	13		Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
1. Undertake Gender Assessment													
Undertake gender assessment													Gender Assessment
Prepare work plan and SOW													Gender Work Plan & SOW
Prepare partner subcontracts													
2. Form Women's Land Rights Task Force	e& A	dvo	cac	у Со	aliti	on							
Mobilize women leaders/groups													
Hold strategy workshop													Workshop on women's land inheritance and strategy
Form task force													Women's Land RightsTask Force operable
Support task force operations													

				Rem	naini	ng F	Proje	ect T	Term	1			
Task and Sub-Tasks		20	11			20	12				13		Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
3. Evaluate Legislation and Assist With Legislation	egal	Ref	orm	s									
Conduct legal review/assessment													Civil Code Inheritance assessment
 Support legal advocacy through Advocacy Coalition 													
Provide legal drafting assistance													
Hold roundtables / community conversations on lessons learned													
5. Raise Women's Inheritance and Land R	Right	s A	ware	enes	S								
Prepare communications plan													
Tender services													
Prepare media materials													
Conduct communication & advocacy campaigns													Roll-out of campaign

2.1.6 Provide Support for Land Dispute Resolution Focusing on Community and Customary Dispute Resolution Processes and Institutions

A long history of mismanaged tribal relations, ethnically colored land policy, and unequal land distribution has contributed to simmering grievances ripe for exploitation. Meanwhile, claims of local tribes and communities have accumulated, each group believing they are legitimately reclaiming their property taken by, or sold to, a government they do not consider legitimate. Property rights are further complicated by different groups using a multitude of documents or evidence of tenancy acquired during different periods of history to assert their claims, creating conflict or latent conflict with competing claimants. A draft law on Dispute Resolution for *Shuras* and *Jirgas* is currently with the Taqnin. Upon promulgation, there will be need to draft the implementing regulations and provide technical assistance with its implementation.

Task 2.1.6.1: Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for *Shuras* and *Jirgas*. The LARA legal team will compile evidentiary rules and case processing guidelines for different land case types such as inheritance, land grabbing, and boundary disagreements, and summarize these in a *CBDR Rules and Guidelines Handbook* for public communication, advocacy, and training. The handbook will include standards and recordkeeping procedures, and will help CBDR bodies better understand the law, when their decisions are binding, when to advise further adjudication, and where and how to seek legal recourse. It will further aid in the preparation of documentation for submission to the courts and in formats consistent with the AfLIS where evidence will be stored by the judicial system until such a time that the legal framework provides the legal basis to render decisions.

Task 2.1.6.2.Conduct CBDR Trainings. TLO and SDOshare a common philosophy about CBDR but with different foci: TLO works at the provincial level using traditional leaders, while SDO operates at the community/district level. Other local partners of LARA have also developed or worked with resolving land disputes in the context of informal settlements upgrading. The LARA management team will work with these and other partners to share methodologies and cross-train staff in their respective methodologies, doing title searches, and supporting disputants' right of appeal, including:

- Venues that share knowledge and capture best lessons and practice.
- Support for mobile dispute resolution teams in urban or otherwise secure areas to resolve disputes.
- Using the CBDR handbook and experiential / customary learning and discussion techniques, establish and train *shura/jirga* leaders on techniques for dispute resolution—burdens of proof, questioning of

parties, and how to prepare documentation. Within insecure areas, courses will be held within the city, if safe to do so.

Task 2.1.6.3.: Expand Awareness of CBDR. LARA will develop and support communication campaigns and disseminate copies of the CBDR Rules and Guidelines Handbook in Pashto and Dari with prior USAID approval. Qualitative and quantitative information will be packaged in success stories and briefing papers in English, Dari, and Pashto for broad dissemination within the GIRoA, USG, and the donor community. Experiential and customary learning and discussions mechanism will also be adapted and content developed to train pre-literate elders and community members.

Task 2.1.6.4.: Monitor CBDR practices for lessons learned, best practices and potential replication. LARA will monitor progress in the CBDR approaches employed in the field for the purposes of replication in other project target areas as required. These lessons learned and best practices will support the updating of the CBDR Rules and Guidelines Handbook as required which will also act as a guide for process replication. As required, disputes captured in the formalization process will be recorded in parcel folios so that dispute histories are captured and can be easily referenced.

Task 2.1.6.5.: Strengthen Procedural Rules on CBDR. CBDR effectiveness is influenced by: (1) willingness of courts to recognize CBDR decisions; (2) conflict of law, appeals process, and jurisdictional questions; and (3) different rules and procedures for different types of land disputes (inheritance, boundary disagreements, and fraudulent conveyances, among others). The LARA team will, where appropriate:

- Build consensus on rules and guidelines that will result in CBDR bodies issuing decisions that are seen as executable judgements of the court system or be subject to an expedited review process.
- Develop clear jurisdictional rules on the types of land disputes CBDRs can resolve and have accepted by the formal system, including how CBDR bodies will examine customary documents, hear oral evidence, and render opinions on property rights, tenure issues, and land disputes.
- Assist with drafting legal amendments to establish conflict of law and jurisdictional rules for recognizing or appealing community-based property decisions.

				Rem	aini	ng F	Proje	ect T	erm	1			
Task and Sub-Tasks			11				12				13		Key Deliverables
		0	•	D	1	2	3	4	1	2	U	4	
1. Develop Rules and Guidelines for Imple	eme	nting	g the	e Lav	v or	Sh	uras	and	d Jir	gas			
Assemble evidentiary rules													
Develop CBDR guidelines													CBDR Rules and Guidelines Handbook
3. Conduct CBDR Trainings and Conflict I	Resc	oluti	on										
 Identify venue to share knowledge and capture best practice 													Workshop on best practices in CBDR
Develop training materials													
 Develop and issue sub-contract for local organizations to train leaders 													Training programs designed and delivered.
Train shura/jirga leaders													
4. Expand Awareness of CBDR													
Develop communication strategy													Communication strategy
Develop messages and content													
Establish contracts with media providers													
Disseminate materials													
Support media campaigns													
5. Strengthen Procedural Rules on CBDR													
Conduct forums to build consensus													

				Rem	naini	ng F	Proj€	ect T	erm				
Task and Sub-Tasks		20	11			20	12			20	13		Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
Hold legal workshops to develop procedural rules													Draft rules and guidelines for court recognition of CBDR
Conduct legal drafting													
6. Monitor CBDR practices for lessons lea	arne	d, b	est p	orac	tices	ane	d po	tent	ial r	epli	catio	n	
Conduct Lessons Learned Workshop													
 Revise CBDR Rules and Guidelines Handbook 													
Replicate process													If required and within budget

CONTRACT SCOPE OF WORK ACTIVITIES 6&7: LEGAL FRAMEWORK & REGULATIONS

2.2 LEGAL FRAMEWORK COMPONENT. PROVIDE TAILORED ASSISTANCE TO ARAZI TO IDENTIFY, MANAGE, LEASE, AND OBTAIN REVENUE FROM AFGHAN GOVERNMENT LANDS AND PROVIDE TECHNICAL ASSISTANCE

The purpose of this component is to provide limited, tailored assistance to Arazi in formulating policy, laws, regulations, and institutional reform necessary for strengthening land tenure security, aiding the development of land markets, and establishing the institutional framework for managing state and privately held lands. This assistance will be limited to specific key technical areas that are not subject to USAID "onbudget" support. Through technical assistance, this activity will assist Arazi on matters including the identification, inventory, management, leasing, and revenue collection from state-owned land, and will advise on appropriate models for resolving land disputes between the Ministry of Agriculture, Irrigation, and Livestock (MAIL) and private individuals/businesses, along with restitution of illegally occupied property.

2.2.1 Provide Tailored Technical Assistance to ARAZI on Its Operations

With funding from Harakat, Arazi has recruited talented, experienced managers to lead its various departments. This activity outlines the process of institutional strengthening of Arazi, where Afghans will lead with LARA's technical assistance.

Task 2.2.1.1: Develop Consensus on Project Activities through Strategic High-Level Meetings. LARA will conduct strategic-high level meetings with the Minister of MAIL and the Director of Arazi to identify the gaps in expectations between the GIRoA and LARA. During this process, consensus will be reached on project strategies, methodologies, timeframes, cooperation and deliverables. The aim is to prepare and agree on a memorandum of understanding (MOU) between Arazi and LARA.

Task 2.2.1.2: Develop an Information Technology Plan (ITP). LARA will conduct a quick inventory of the existing IT infrastructure in Arazi and will go through the current processes and specific recommendations will be developed in the plan. The ITP will lay out ARAZI's computer system functions, an Office Automation Plan, an Information Systems Plan, a plan to organize the computer functions, and a sustainability plan.

Task 2.2.1.3: Configure ALRMIS. ALRMIS will be configured on off-the-shelf ILS software packages. Features will include land/property lease management, billing and collection, GIS integration, user

workflow functions, secure audit trails, Dari language support, transaction monitoring, property appraisal, and web access.

ILS will configure the ALRMIS prototype in a testing environment while providing technology training and on-the-job systems support to Arazi staff. Arazi staff will be trained in all aspects of the system including conversion/migration of paper-based archives and any inventory data on government-owned lands. ALRMIS will initially be deployed in Arazi's Kabul headquarters and Jalalabad Municipality (if feasible).

Task 2.2.1.4: Strengthen Arazi's Institutional Structure and Operational Efficiency. The project with strengthen the institutional structure and operational efficiency of Arazi with the following activities:

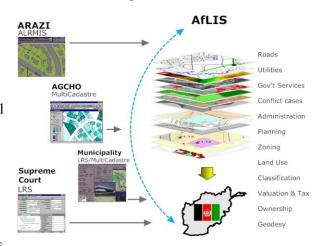
- Review the organization structure of Arazi and revise it in collaboration with Arazi and develop new operational and technical procedures, manuals and guidance. This activity will include revision of targeted technical and non-technical processes.
- Provide legal assistance for the amendment of the existing laws and regulations and development of new laws, regulations, and procedures, where recommended.
- Provide assistance to Settlement Committees of Arazi for the land formalization process in Jalalabad and provide the necessary training and equipment to conduct this activity effectively and efficiently.

Develop and implement targeted training sessions together with the management of Arazi, based on the findings of the assessment, with focus on HQ and Jalalabad.

Task 2.2.1.5: Improve Methodologies to **Inventory and Classify State-Owned Land.** Land value variations within a city or market area can be explained by physical factors and location. Prior to determining the weight of these elements, site and situational factors must be considered. Site attributes are the size, topography, and other physical features of a given parcel. Situational attributes focus on the location of a parcel relative to other places. Land inventory must capture both attributes. This task will provide guidance on how to

identify, document, and classify state-

Figure 2.1: AfLIS Framework



owned land, as well as evaluate existing information sources (remote imagery, land use zoning plans, ownership records).

Task 2.2.1.6: Develop Land Valuation Models for Leasing Fee Calculations. Land values in any geographic area are affected by economic, social, legal, governmental, and bio-physical factors. State, provincial, and local governments often influence land development through taxation, zoning, land use, and rent controls. Land values are also affected by quality of local services—roads, clinics, schools, and public infrastructure. ILS will work with Arazi's property valuation experts to develop valuation models and pilot these to test data collection, data management, and valuation results. ILS will mentor Arazi on data to be collected, data collection techniques, quality control, and review processes to ensure data uniformity. ILS will provide valuation data management software for integration within ALRMIS to model, value, and track historical changes. ILS will work with Arazi to develop the methodology for

valuing property in terms of rental payments for leasehold, or values associated with disposal through auctions of state-owned land. A comprehensive training plan will be created to scale up services.

Task 2.2.1.7: Conceptualize the Afghan Land Information System (AfLIS). Over the life of the project, LARA will create a large volume of land information to be stored and updated within multiple agencies. The GIS-enabled solutions above are based on common technology frameworks that will simplify configuration, training, licensing, and support needs across all entities. LARA further proposes development of the AfLIS to underpin a wider spatial data infrastructure and integrate the various LARA data management tools: the ALRMIS under task2.3.1.3; the Afghan Integrated Cadastre and Registry System (AICRS) under task 2.1.2.7; track land disputes under task 2.3.3.4; and AGCHO cadastral data management(see Figure 2.1). This integration will facilitate collaboration between agencies and the private sector on standards, data sharing and value-added products and services. Activities in this regard will focus on development of the AfLIS road map that will examine and address issues such as strategic planning and conceptual design, technical data models and standards, institutional custodianship of core datasets, inter-agency data exchange agreements, and wider public access. It should be noted that the actual operational design and implementation of AfLIS is not an activity of the LARA project.

				Rem	naini	ng F	Proje	ect T	ern	1			
Task and Sub-Tasks		20)11				12			20	13		Key Deliverables
Task allu Sub-Tasks			nths	,	_ \	Qua				Qua			Rey Deliverables
		0	N	D	1	2	3	4	1	2	3	4	
1.Conduct Strategic High-Level Meetings	3		1										
Undertake high-level meetings													
Negotiate terms of MOU													MOU
2.Develop IT Plan													
Conduct ARAZI business area analysis													
Develop and approve SITP													IT Plan
3.Configure ALRMIS													
Develop system requirements													
Develop prototype and conduct on-the- job training													Operational ALRMIS system operational
Deploy system to regions													ALRMIS deployed
Conduct ALRMIS training													
4.Strengthen ARAZI's Institutional Struct	ure a	and	Ope	ratio	nal	Effic	cien	су					
Undertake needs assessment													ARAZI institutional diagnostic
Assess human resources needs and develop job descriptions													
Prepare training plan													
Conduct necessary management training													
5.Improve Methodologies to Inventory an	ıd Cl	assi	fy S	tate-	Ow	ned	Lan	d					
Develop and test methodology													
Automate routines													State land/property inventory and classification scheme established
Conduct training in use and application													
Finalize ALRMIS configuration													
6. Develop Land Valuation Models for Lea	asing	j Fe	e Ca	lcul	atio	าร							
Develop model(s)													
Perform pilot testing and refinement													Land valuation models piloted
Incorporate into ALRMIS7. Conceptualize of AfLIS													

				Rem	naini	ng I	Proj∈	ect T	erm	1			
Task and Sub-Tasks			111 nths)	(12 rters	s)	(20 Qua		s)	Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
Conceptual planning for AfLIS (standards, data)													The strategic plan and conceptual design for AfLIS

2.2.2 Conduct BizCLIR/CLIR Real Estate Registration and Real Property Legal Framework Diagnostics to Evaluate Existing and Proposed Legal Framework for Real Estate and Draft Changes to Real Estate Legislation as Needed

The evolution of Arazi from project to GIRoA agency, absorption of AMLAK, ongoing negotiations to transfer the Cadastral Unit from AGCHO to Arazi, and development of a Land Dispute Directorate have contributed to the complexity of Arazi's organization. Arazi must expand its mission while simultaneously transforming itself into an institution with new roles and responsibilities. Through the application of the commercial legal and institutional reform (CLIR)/BizCLIR assessment tools, LARA will help Arazi formulate and prioritize an action plan for land tenure reform with immediate implications for the registration and leasing of state-owned lands.

Task 2.2.2.1: Conduct BizCLIR Assessment. LARA has conducted the CLIR / BizCLIR assessment and it is completed. This assessment incorporates recommendations which LARA will work on throughout the course of the project and LARA will leverage the assistance of other relevant donorfunded projects where possible.

Task 2.2.2: Commission Policy Reviews and Field Investigations. MAIL/Arazi will require ongoing assessment of land tenure issues including commissioned papers, legal and policy reviews, and field assessments to inform legal and policy reform. LARA will support public and private sector organizations to undertake these commissioned studies and investigations and help advise on policy reforms and implementation strategies.

Task 2.2.2.3: Support Legislative and Regulatory Reforms. The land law in Afghanistan comprises at least 16 separate pieces of legislation, each requiring analysis, review, and compliance with Shari'a law. The Policy Analysis and Legal Advisory Department (PALAD) with MAIL would be the logical partner to coordinate the legal reform process, undertake comparative reviews, and propose amendments to a variety land laws and regulations, where appropriate. LARA will provide support with legal and policy training, legislative and public hearings, and legal review and drafting as appropriate. The approach will follow the International Consortium for Law and Development's four-step approach (identify, explain, solve, monitor) to legislative problem-solving using specialized techniques to develop a package of legislation that builds consensus and delivers reforms. Additionally, where possible:

- Supporters of legislative reform will be identified as potential "champions" for promoting the land administration reform agenda; and
- Legal reforms will be embedded within institutions especially training institutions to ensure sustainability (e.g. cadastral standards within universities' technical curricula).

Task 2.2.2.4: Conduct Communications Campaign to Inform Citizens of Legal and Policy Change. LARA will support a series of coordinated outreach campaigns to: (1) build political will in central government and Parliament to advance new policy and legislation; (2) inform citizens about the process for, and importance of, documenting their rights in land; and (3) work on mechanisms to strengthen women's property rights. Harakat is already assisting ARAZI's Department of Outreach and Public Relations with website development, television and radio spots, brochures, and billboards. LARA will further assist MAIL/Arazi with stakeholder education, educational materials, and professional forums.

NGOs operating at the provincial level will be identified and their expertise leveraged with outreach coordination and materials. As Afghan citizens view corruption as the primary impediment to effective governance, we will coordinate with officials from the High Office of Oversight and new Anti-Corruption Tribunals to connect citizens with government's anti-corruption efforts.

Task 2.2.2.5: Establish Baselines and Conduct Assessments of Knowledge Attitudes and Practices (KAPs). The CLIR/BizCLIR assessment will provide a baseline on the KAP of Afghan businesses and citizens with respect to real estate law and registration to evaluate the effectiveness of the interventions above. Changes in KAP will be captured in the mid-project and final follow-on BizCLIR assessments.

				Rem	aini	ng F	Proj€	ect T	erm	1			
Task and Sub-Tasks			11				12				13		Key Deliverables
	•	<u>, </u>	nths		(rters	-	(Qua			no, comerciales
1. Conduct CLIR/ BizCLIR Assessments	S	0	N	D	1	2	3	4	1	2	3	4	
Find out about other projects													
Conduct assessment													
• Conduct assessment													CLIR/BizCLIR
Analyze and prepare report													Assessment
 Develop roadmap of legal reforms and priorities 													Legislative Priority List and Timetable
2. Commission Policy Reviews and Field	Inve	stig	atio	าร									
Prepare periodic SOWs													
Perform ongoing investigations													
Conduct policy workshops													
3. Support Legislative and Regulatory Re	form	าร											
 Facilitate public hearings/roundtables 													
Conduct legal/policy training													
Draft legislation/regulations													Real estate legislation drafted or amended
4. Conduct Communications Campaign to	Inf	orm	Citi	zens	of I	Lega	al an	d P	olicy	/ Ch	ang	е	
Prepare media materials													
Conduct PIA training													
 Issue subcontracts to NGOs and media providers 													
Conduct communication campaigns													
5. Establish Baselines and Conduct KAP	Surv	veys											
 Baseline established: CLIR/BizCLIR assessment 													
KAP survey													KAP baseline

2.2.3 Assist Arazi to Develop Models for Resolving Land Disputes between MAIL and Private Individuals/Businesses; Further Support Implementation of Decree 638 on the Independent Board for the Restitution of Illegally Occupied Properties

This activity will support Arazi with development of models for resolving disputes (e.g., alternate dispute resolution) between MAIL and private citizens/business, and the restitution of illegally occupied properties. LARA will closely coordinate with the Harakat-funded organizations piloting alternative dispute resolution centers and Land Tenure Security Component, Activity 2.2.3, which is conducting parallel but related work with land-related conflict on customary or tribal lands.

Task 2.2.3.1:Assist with Design of Land Dispute Resolution Procedures. LARA's legal team and local legal specialists (e.g. TLO, WADAN) will lead the preparation of a report on comparative land dispute resolution mechanisms and their applicability to land disputes in Afghanistan. International models and

experiences will be reviewed in such areas as dispute body membership, voluntary or mandatory decisions, procedural rules and case management features, and standing of parties and role of attorneys in the process. The legal team will also review what constitutes valid evidence of ownership, mechanisms to support uniformity and accountability of decision making, and enforceability of decisions. The report will recommend models tailored to the most common types of disputes between MAIL and private citizens/businesses, and will weigh whether differentiated procedures are desirable for different types of disputes.

Task 2.2.3.2: Evaluate AMLAK Dispute Case Management Systems and Assist with New **Procedures.** LARA's legal team will work with Arazi to conduct a thorough analysis of AMLAK procedures including their efficiency, uniformity of application, common problems in management of cases, average case processing times and outcomes, and user satisfaction. It will also review AMLAK's statistical, filing, recordkeeping, and reporting systems to identify ways to improve their efficiency, effectiveness, and accountability. The assessment report will recommend improvements in the above areas. New or amended procedures will then be revised that improve justice and efficiency.

Task 2.2.3.3: Support Integration of AMLAK Data and Case Management. LARA will support Arazi as it assumes authority over land disputes previously heard by AMLAK offices. A local partner will be engaged to develop and implement transition plans that address how and when files and records will be transferred, whether pending case files will be transferred in addition to new filings, data migration, and public and staff education. To ensure consistency and transparency across Aazi operations, recordkeeping for dispute resolution cases will be configured into ALRMIS, reducing the need for training and systems support across multiple software platforms.

Task 2.2.3.4: Support the Design of a Land Dispute Case Management System. The LARA team will undertaken inventory of land dispute cases under management by Arazi, initially to convey information on number, type, and severity to provide basic information on frequency of disputes and the workload they present on Arazi. Tetra Tech DPK and local legal staff of local legal experts will then undertake work on the features and development of a case management system for processing these cases by action, the steps taken, current status, and legal decision, if any. The features and database of this work will be integrated into ALRMIS. LARA will develop procedural guidelines and training on their application to increase consistency. Furthermore, ALRMIS will be configured with specific transaction workflows and forms to process cases dealing with illegal occupation of land to reduce opportunities for manipulation, and capture a secure record that can be held up to public scrutiny.

Task 2.2.3.5: Support Transparency and Public Information and Awareness. LARA will assist with the development of a public outreach strategy for managing all aspects of the above to enable full public disclosure of cases being managed, disputes in process, properties restituted, and cases being successfully resolved or denied. LARA will also support education efforts aimed at governors, provincial councils, municipalities, and citizens to inform the public of new implementing procedures in place. An example of an approach to support transparency is the development of a Customer Service Charter.

				Rem	aini	ng F	Proj€	ect T	ern	1			
Task and Sub-Tasks		2011 (Months) S O N D					12 rters	5)	(20 Qua		s)	Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
1. Assist with Design of Land Dispute R	esolu	tion	Pro	cedı	ıres								
Undertake comparative analysis													
Develop case management features													
Prepare report													Report on recommended models for land dispute resolution
2. Evaluate AMLAK Dispute Case Manag	emei	nt Sv	/ster	ns a	nd /	Assi	st W	ith	New	/ Pro	ced	ures	

				Rem	naini	ng F	Proje	ect T	Term	1			
Task and Sub-Tasks			11				12				13		Key Deliverables
	_	1	nths		_ `	_	rters		_ `	Qua		·'—	
	S	O	N	D	1	2	3	4	1	2	3	4	
Evaluate case management													
Prepare assessment report													Diagnostic of AMLAK's Land Dispute Case Management System
Amend systems and procedures													Dispute resolution systems and procedures amended
3. Support Integration of AMLAK Data and	d Ca	se N	/lana	igen	nent								
 Undertake inventory of land disputes handled by ARAZI 													Transfer of AMLAK data to ARAZI
Assemble and consolidate data													
 Integrate with ALRMIS 													
4. Support Design of Land Dispute Manag	jeme	ent S	Syst	em									
Design case management system													ALRMIS system designed
Integrate data into ALRMIS													ALRMIS managing restitution claims
6. Support Transparency and Public Infor	mat	ion a	and	Awa	rene	ess							
 Develop communications plan 													
Communications roll-out													
Conduct land resolution training courses													5 venues x 20 participants

CONTRACT SCOPEOF WORK ACTIVITY 8: INSTITUTIONAL & PRIVATE SECTOR STRENGTHENING

2.3 CAPACITY BUILDING COMPONENT.BUILD CAPACITY OF PRIVATE SECTOR SERVICE PROVIDERS AND PUBLIC INSTITUTIONS TO PROVIDE LAND-RELATED SERVICES TO AFGHAN PRIVATE AND PUBLIC SECTORS

While less of a priority in the context of other activities, LARA will support two initiatives that will provide land service provider support. First, it will strengthen the capacity of land service providers in the areas of organizational development, financial management, procurement, contracting, and reporting to strengthen their business performance and ability to compete for contracts issued by the GIRoA and donors. Second, the LARA project will strengthen the technical capacity of land service providers to deliver land services in areas of securing property rights and resource governance, land law and policy, geospatial technology, land use planning and valuation, land records management, land dispute resolution, and environmental planning, among other training courses as needed. Toward the end of the work plan period, training courses will be extended to land use providers in the municipality of Jalalabad to support work on land formalization and upgrading under Informal Settlements and Formalization Component. This component consists of three activities:

- 1. Provide institutional support and strengthen capacity of land service providers in areas of organization, financial management, procurement, contracting, and reporting;
- 2. Provide technical support and capacity building in technical services; and
- 3. Expand institutional support for land management services in Jalalabad.

2.3.1 Provide Institutional Support and Strengthen Capacity of Land Service Providers in Areas of Organization, Financial Management, Procurement, Contracting, and Reporting

The development of a vibrant land market will require a broad array of NGOs, academic institutions, and private firms with a variety of specialized skills. However, regardless of their technical mission, each firm will need to develop the capabilities to operate and compete in the market for land services, and by the second half of the Project, to assume responsibilities as prime contractors able to compete for and implement donor and GIRoA contracts on demand

Task 2.31.1: Undertake Institutional Diagnostic of Selected Service Providers. LARA has undertaken an organizational needs assessment of the seven (7) core private sector partners in nine operational areas. LARA's private sector partners are ALCBO, ALCO, CRA, Land Rights, SDO, TLO, and WADAN. All are Afghan owned or directed businesses or organizations. These partners vary widely in terms of size, structure, technical expertise, and experience. They range in size from 2 to roughly 1300 employees, and in technical expertise from legal analysis and legislative drafting to community based dispute resolution (CBDR). Most of these partners were identified during LARA's program development phase and have been contributing to LARA's work plan and program design.

The operational areas identified and assessed in the diagnostic report pertain to organizational structure, equipment and facilities, human resources management, financial management, procurement management, contracts/ grants and compliance, overall organization management, quality control, and growth strategies and business plans. The results of the needs assessment accurately and concisely identify areas where LARA will be able to assist the partners in increasing capacity to design, manage, and implement land reform and land related services.

Key findings included significant needs for capacity building in the following areas:

- Financial Management, including budgeting, forecasting, indirect costs, and control mechanisms;
- Contract Management, including on different contracting mechanisms, variations between donors, reporting requirements, and monitoring and evaluation requirements;
- Human Resources, including finding and retaining quality personnel;
- New Business Development, including tracking, cost and technical proposal development, teaming, and work plan development;
- Fundraising (for NGOs);
- Marketing of services; and
- Audit, for internal control and to prevent waste, fraud, and abuse.

Task 2.3.1.2: Prepare Training Strategy. Closely related to the Needs Assessment is the Private Sector Capacity Building Plan and training calendar, which lays out in detail how the LARA program will address the identified private sector needs over the course of the project base period.

Task 2.3.1.3: Support Institutional Capacity Building of Land Service Providers in the Public and **Private Sectors**. The Private Sector Development Specialist and LARA training unit (see management organization in Section 3.0) will identify training resources to deliver the capacity building program, manage the delivery of capacity building activities, develop venues, and lead the communication and outreach campaigns to encourage attendance. The training will be delivered in Kabul, but will encourage participation of field staff via support for travel and expenses, LARA will use accredited local Afghan institutions wherever possible to do the training with the involvement of home office and LARA staff (e.g., international STTA and the Deputy Chief of Party [DCOP] of Operations). We will consider entities such as the Center for Public Management for training in USG regulations and procurement systems, and will invite other donors, including the United Nations Development Programme (UNDP), DFID, and the Asian Development Bank, to present their procurement systems. On-the-job training for the procurement and disbursement of LARA sub-awards will be conducted by Tetra Tech ARD staff, with oversight by ourCompliance Specialist.

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Task and Sub-Tasks)11			20					13		Key Deliverables
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Undertake Institutional Diagnostic of Section 1.			1				3	4			3	4	
Develop diagnostic methodology	OI VII			40.0									
Undertake diagnostic													
Analyze and prepare report													Service providers diagnostic: procurement and contract management
2. Prepare Training Strategy Plan													
Design training strategy													
Prepare training materials													Training handbooks and materials
Review by service providers													
Prepare strategy													Strategy for capacity building and training
3. Support Capacity Building of Land Services	vice	Pro	vide	rs									
Prepare venues													
Establish grants for training providers													
Perform communication and outreach activities													
Conduct training courses													1 venue/month x 10 persons

2.3.2 Provide Technical Support and Capacity Building in Technical Services

This activity is intended to strengthen the capacity of land service providers (both private and public sector) in technical areas related to LARA through short courses, and on-the-job mentoring, and to provide support to Kabul universities to host LARA-supported classroom and lab instruction for student training.

Task 2.3.2.1: Conduct Needs Assessment of Technical Capacity (Private Sector Partners). Data collected and currently being assembled.

Task 2.3.2.2: Conduct Inventory of Existing Training Programs and Materials. Task completed (refer to task 2.4.2.3 for continuing activities).

Task 2.3.2.3: Conduct Technical Short Courses. Initially, project training curricula will be delivered, using a training of trainers (TOT) format, to trainers in Kabul using international advisors working with Afghan trainers, interpreters, and facilitators to implement training courses, with local providers assuming leadership of these courses within 18 months of project start. Trainers trained under the TOT courses are then expected to provide field-based training courses with the support of LARA local partners, who will be responsible for scheduling and assisting classroom training courses, monitoring training in the field offices, and participating in planning meetings and TOT sessions in Kabul. Indicative courses include: use of ARCGIS, use of GPS tools, use of cadastral and registry software, Community Awareness and Liaison, Digitizing Land Parcels from High Resolution Imagery, Entering Land Parcel Text Information and

Document Images into the Cadastral Database, land use planning/zoning, land rights formalization processes, planning laws, and environmental issues.

Task 2.3,2.4: Provide Training in Land Dispute Resolution and Facilitation Techniques. Land dispute resolution, facilitation, and conflict mediation training in task 2.4.2.3 above will require follow-on training courses that are relevant and practical to Afghanistan's culture and tradition. SDO, TLO, and WADAN already engage in localized training courses and have best practices to share. Localized training modules or short courses will be delivered using Afghan trainers, with mentoring by international staff using existing references, e.g., the USAID-funded Training of Trainers Manual for Conflict Transformation and Peace-building in Rwanda. The recipients of the training will include:

- Local organizations and government officials providing dispute resolution and mediation services or training; and
- Community leaders using CBDR methodologies.

Additional special subjects are anticipated in areas that interface with other LARA components:

- Preparation of documents for submission to ALRMIS where dispute evidence will be stored, along with a record of the community decisions, for use by the formal judicial system
- Guidelines for mentoring shura/jirga leaders on techniques in dispute resolution, e.g., how to hold effective hearings, burdens of proof, and questioning of parties
- Steps to ensure CBDR decisions are accepted and ratified by the formal justice system including documentation needed, requirements of proof, and elements of an adequate judgment
- Dispute resolution by Provincial Reconstruction Teams (PRTs) or other relevant organizations.

Task 2.3.2.5: Support Survey and Mapping, Cadastral Systems, and GIS Instruction at Kabul Educational Institutions. Coordinating activities under task 2.4.3.5, the LARA team will conduct a review of curricula offered by Kabul educational institutions in the fields of survey and aping, cadastral systems, and GIS. These institutions will include Kabul Polytechnic University, Kabul University, and the AGCHO Training Institute. The Review will make recommendations for new courses or for bringing existing courses into line with international best practices. This review will also evaluate facilities (laboratories and classrooms) with an eye toward upgrading and refurbishment. Such improvements will be given the highest priority activities to be undertaken during the first half of the project term. Where required, LARA will design relevant course curricula and materials and, if necessary, bring international experts to Afghanistan to work with private sector training providers to refine these materials, establish courses, and conduct training of trainers as a means to build capacity.

				Rem	naini	ing I	Proj∈	ect T	erm	1			
Task and Sub-Tasks)11				12				13	,	Key Deliverables
			nths		(rters		(Qua		,	, =
		0		D	1	2	3	4	1	2	3	4	
1. Conduct Needs Assessment for Technic	al Tra	ainir	ng										
Recruit subcontractor													
Develop diagnostic methodology													
Undertake diagnostic													
Analyze and prepare report													Service providers diagnostic: technical needs assessment
2. Conduct Inventory of Training Programs	and	Mat	erial	s									
Conduct inventory													Completed
Design training strategy													Completed
Prepare short courses and training													Training handbooks and

				Rem	naini	ng l	Proj∈	ect T	erm	1			
Task and Sub-Tasks		20					12				13		Key Deliverables
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	S	0	N	D	1	2	3	4	1	2	3	4	
materials													other materials
Review by service providers													
3. Conduct Technical Training Courses													
Establish grants to training providers													
Perform communications and outreach													
Conduct trainings in Kabul													Kabul: 8 venues x 25 persons
Conduct trainings in municipalities													3 venues x 25 persons
4. Provide Training in Land Dispute Resolu	tion	for F	rac	titio	ners	;							
Conduct inventory													
Establish joint training methodology													
 Conduct communication and community mobilization activities 													
Conduct trainings													2 venues x 2 weeks x 30 persons
5. Support GIS and Cadastral/Land Records	s Ins	truc	tion	at K	abu	l Un	iver	sity					
Conduct curriculum review													
Set courses/prepare materials													
Refurbish facilities													
Conduct training													

Additionally, The Capacity Building Component provides training and capacity building services to public sector employees in institutions closely associated with the other LARA technical components. Examples of such include: strengthening of Arazi's institutional structure and operational efficiency (task 2.3.1.4); organizing clinics to draft land use plans and regulations (task 2.1.2.6); conducting legal and procedural training for MUDA and stakeholders (task 2.1.3.5); assisting with the majority of the Informal Settlements and Formalization Component (task 2.4.3), Capacity Building and Training in MUDA, IDLG, AGCHO, and Selected Municipality for Urban Planning, Plan Implementation, Development Control, M&E, and Plan Revisions; conducting training on settlement SOPs in the makhzans (task 2.2.1.6); and conducting CBDR and conflict resolution trainings (task 2.2.3.3). Consolidation of all training and capacity building activities into one component team allows for potentially cross cutting skill building opportunities, both amongst LARA's institutional partners, and also between the public and private sector LARA partners.

2.3.3 Capacity Building and Training in MUDA, IDLG, AGCHO, and the Selected Municipality for Urban Planning (including Informal Settlement Upgrading), Plan Implementation, Development Control (Enforcement) and Monitoring

A key objective of this component is to create a self-supporting institutional framework with the capacity to undertake rigorous urban planning and informal settlement upgrading, with the full participation of stakeholders (government, private sector, and civil society).

What is critical is that LARA leave in place a strong and robust institutional structure, or structures that can ensure comprehensive and responsive urban development in the future.

The purpose of this activity is to train municipal, IDLG, and MUDA officials in coordinated urban planning and to deliver improved service nationwide.

Task 2.3.3.1: Institutional and Technical Assistance to AGCHO.ILS will assist AGCHO to realign its institutional vision to focus more on regulatory and technical oversight while building its human and technical capacity. Increasing the role of private sector surveying contractors will be a priority, requiring advisory support from ILS and LARA partners to establish appropriate technical policies and procedures. Depending on the needs identified by AGCHO, an early priority is expected to be the development of a Standards and Procedural Manual to guide Afghan sub-contractors engaged on technical assignments on behalf of AGCHO. ILS will also establish protocols, both institutional and technical, for integrating the land formalization data products required for the task (such as satellite imagery, addressing schemes, and maps) into a digital cadastral data management system suitable for future incorporation within AfLIS. AGCHO will be encouraged to work in tandem with other GIRoA entities, such as Arazi and MUDA to provide cadastral mapping services.

Task 2.3.3.2: Assess Skill Needs and Train Municipal and MUDA Officials. The urban planning team and LARA training unit will assess the needs of MUDA officials and municipal engineers involved in urban planning, development control and revenue collection to develop a coherent training framework offering a series of on-the-job workshops, lectures and "Urban Planning Clinics" as required. The training will also draw on Component 1 training for Arazi in land use planning, environmental planning, and land use management. The training will cover theory and practice of land use regulations, Afghan laws providing authority to urban planners. Officials will be led through the identification of constraints that they face on a day-to-day basis in order to recommend appropriate reform of the legal framework, and other areas as identified by the needs assessment. LARA will also explore opportunities for longdistance learning and short courses that can be offered to professionals.

Task 2.3.3.3: Expand Supply of Planners and Increase Market Flexibility. Afghanistan suffers a dearth of qualified urban planners to fill urban planning positions in both public and private sectors. Coordinating under task 2.4.2.5, this task will explore the strengthening of formal course instruction at Kabul University or Kabul Polytechnic to increase the supply of university graduates entering the market place. Technical assistance may include support for curriculum development, the delivery of short courses, provision of textbooks and digital materials and student internships.

			R	ema	aini	ng	Pro	jec	t Te	rm			
Task and Sub-Tasks	(20 moi	11 nths	s)	(0)12 rter	s)	(013 arters	s)	Key Deliverables
1. Institutional and Technical Assistance to	AG	СН	0										
Establish technical policies and procedures as required by AGCHO													Technical policies and procedures
Develop, configure and operationalize digital cadastral data management system													Afghan integrated cadastre and registry configured and operational;
Conduct on-the-job training													
3. Assess Skill Needs and Train Municipal at	nd l	MUI	DA	Off	icia	ls							
Conduct skills needs assessment													Training needs assessment
Develop training strategy													
Hold training courses													Course syllabi
Offer online training													Certificates
Conduct on-the-job training													
5. Expand Supply of Planners and Increase I	Mar	ket	Fle	exik	oilit	y							
Evaluate the Faculty of Engineering's urban planning curricula at Kabul University and its Strategic Plan													Assessment

		Re	ema	aini	ng	Pro	jec	t Te	rm			
Task and Sub-Tasks	() 11 nths	s)	(0	20 qua	112 rter	s)	(0)13 rter	s)	Key Deliverables
Conduct training												
Offer internships												

2.4 CROSS-CUTTING COMPONENTS: GENDER AND COMMUNICATIONS

2.4.1 Ensure Gender Equity Issues are applied Across All Components

Despite the fact that gender and land rights issues are targeted specifically under the Strengthen Land Tenure Security Component, the reality is that gender is a cross-cutting theme across all components. The Gender Work Plan contemplated under task 2.2.2.1 will be developed by the Gender Specialist in coordination with the Gender Task Force and component managers. This work plan will take into account all gender-related issues covering all components, including the communications strategy developed under task 2.5.2.1.

2.4.2 Coordinate Communications and PIA Strategies across All Components

A number of component-based communications strategies are contemplated by the work plan with USAID approval; in particular:

- Improve GIRoA and Stakeholder Coordination under Task 2.1.2.2;
- Assist Municipalities with Property-Based Revenue Collection under Task 2.1.2.8;
- Develop Communication and Community Outreach Strategy under Task 2.1.3.7;
- Implement Formalization and Upgrading Work under Task 2.1.3.10;
- Expand Awareness of New Procedures and Standards under Task 2.2.1.7
- Raise Women's Inheritance and Land Rights Awareness under Task 2.2.2.5;
- Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for *Shuras* and *Jirgas* under Task 2.2.3.1;
- Expand Awareness of CBDR under Task 2.2.3.4;
- Conduct Communications Campaign to Inform Citizens of Legal and Policy Change under Task 2.3.2.4
- Support Transparency and Public Information and Awareness under Task 2.3.3.6; and
- Support Institutional Capacity Building of Land Service Providers under Task 2.4.1.3.

These will be coordinated under an umbrella strategy that coordinates across all components. Because of the interrelated nature of the components, LARA will develop a coordinated approach that deals with all project themes and messages. Key to this will be the development of a project brand that has the ability to be affiliated with and/or owned by the GIRoA. This will assist with the Afghanization goals of GIRoA and USAID.

Task 2.4.2.1: Develop a Communications Strategic Plan for Project Activities. LARA's Public Communications Specialist will develop a project-wide communications strategy that, among other things, develops the project brand and outreach strategies and defines key project messages and methodologies required to implement component and project activities. The focus will be on both a national strategy and also a more in-depth local, community based strategy to get information out to the communities in which LARA works. Over the course of the project, the Public Communications Specialist with work with GIRoA and project partners to update and amend the umbrella strategy as well as the component strategies as required. In the context of specific component strategies, the Communications Strategic Plan will guide component messages so as to target women in particular.

				Rem	aini	ng F	Proj€	ect T	erm				
Task and Sub-Tasks		20	11			20	12			20	13		Key Deliverables
	S	0	N	D	1	2	3	4	1	2	3	4	
1. Develop umbrella communications stra	teg	/											
 Undertake consultations w/project partners, GIRoA, and component managers 													
Prepare over-arching communications strategy													Communications Strategic Plan
Implement Communications Strategic Plan													

2.5 MONITORING AND EVALUATION

The LARA PMP contains measurable indicators for the project. The PMP also details the methodology for establishing and collecting baseline information for all project indicators from which the measurement of follow-on data can be determined. Reference should be made to the PMP. Data collected during this process will be reported weekly, monthly, and quarterly or as otherwise required by USAID.

2.6 COLLABORATION WITH COUNTERPARTS AND OTHER DONORS

LARA will work closely with local counterparts within the GIROA, particularly with MUDA and IDLG. Associated with these are the local municipalities in which the project is working (to be determined). The LARA team has also worked closely with local partner organizations in the development of this work plan and shall continue to do so throughout the life of the project. The details of these collaborations are set out in the body of the work plan above.

Additionally, the project will coordinate closely with allied projects and organizations. These may include:

- ISAF and other international community members with land and security interests
- USAID Kabul City Initiative Project (KCI)
- MUDA /World Bank Kabul Urban Reconstruction Program (KURP)
- World Bank Kabul Urban Roads Improvement Program (KURIP)
- UN HABITAT Community Development Program / Kabul Solidarity Project (KSP)
- Aga Khan Trust for Culture (AKTC)
- UNDP / Afghanistan Sub-national Governance Programme (ASGP)

- RAMP-UP East/West/South
- CARE/USA Community Development Program Kabul.

LARA will report on interaction, activities, and coordination with counterparts and other donors in weekly, quarterly, and annual reports as required from time to time.

3.0 PERSONNEL AND **MANAGEMENT STRUCTURE**

Our approach to managing LARA is defined by the need to transfer skills and capabilities to relevant Afghan institutions and Private Sector Partners while also ensuring LARA's effective implementation throughout the country. In this capacity, the COP will have ultimate authority of all day-to-day, fieldrelated technical and management issues, and overall responsibility for LARA's field implementation. The COP has authority and responsibility to execute scope, schedule, and budget per an approved Work Plan, and assure quality service delivery to the client. The COP will be supported by a Vermont-based home office team, led by Senior Technical Advisor/Manager (STA/M) Mr. Nigel Thomson, an experienced land lawyer, who will mobilize technical and administrative resources to support the COP, including specialized expertise in procurement, contracts, and grants management.

Transparent and efficient disbursement of grants and subcontracts will be the responsibility of our DCOP for Operations. We will use a phased approach to grants ensure compliance of procurements under LARA. Partners' procurement staff will initially work within the LARA project management unit to receive on-the-job training in USG procurement regulations and internal controls and processes. We will then review documentation for compliance with Afghan and USAID regulations, while advising on any perceived areas of deficiency. Our home office Auditor will provide spot audits to monitor progress of procurement and disbursement systems, assuring compliance, transparency, and adequate documentation.

LARA will have a management committee, comprising the COP, DCOPs, Component Managers, counterparts and partners as determined appropriate by the COP. The Management Committee will meet frequently during the initial stages of the Project and then monthly; other LARA members will be invited to attend as needed.

Short-term expatriate technical assistance will, where possible, be paired with an Afghan counterpart, and will generally include a training session at the beginning and end of the assignment. Afghan staff will define the needs and work on identifying and procuring the STTA, and evaluating the performance.

The LARA Organizational Structure is set out below.

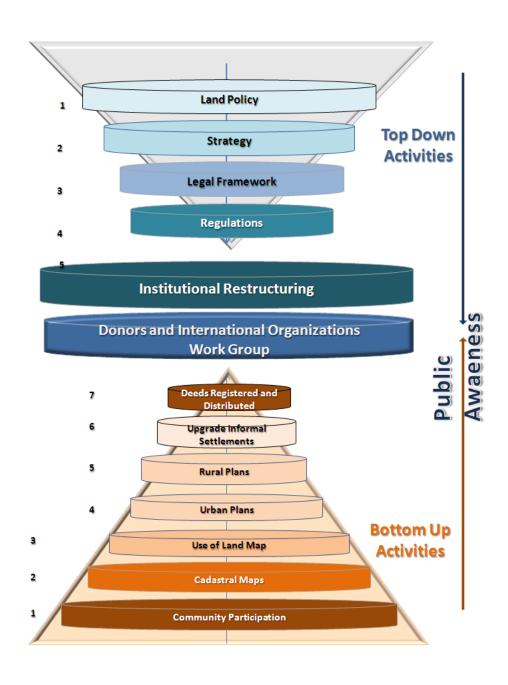
Figure 3.1 LARA Management Structure

Attached Separately

4.0 SECURITY PLAN

Tetra Tech ARD has developed a Transitional Security Plan which has been published separately. A Long-Term Security Plan will be developed when its security contracting arrangements have been approved by

APPENDIX A.USAID ACTIVITIES INPUTS MODEL



APPENDIX B. PROJECT TASK ACCORDING TO ACTIVITIES INPUT CATEGORY

USAID Land Reform in Afgha Work Plan Tasks According to Top-Down		put Model
Work Plan Task (# and Description)	Main EWG Strategy #	Approximate % of Budget over Life of Project
Top-Down Tasks		
Legal Framework Component (SOW Activities 6 & 7)	EWG Strategies #1& 2	~ 20%
Middle Tasks		
Capacity Building Component (SOW Activity 8)	EWG Strategy #2	~ 5%
Bottom-Up Tasks		
Informal Settlement & Upgrading & Land Tenure Security Component & Communications (SOW Activities1,2, 3, 4 & 5)	EWG Strategies 2 #3	~ 75%

NB: The following are USAID's Economic Working Group Strategies proposed for the LARA Project.

- Development and implementation of coherent policies and a legal framework to clarify property rights, define and record property ownership, and create a more robust property market EWG Strategy 1
- Improved tenure security, regularized land use, and increased investment and productivity EWG Strategy
- Improved ability for all citizens, including women, minorities and other vulnerable populations, to understand and exercise their property rights **EWG Strategy 3**

APPENDIX C. PERFORMANCE MONITORING PLAN

To be provided under a separate cover, as requested by USAID.

APPENDIX D. CONSOLIDATED TASK TIME-LINES

Task and Sub-Tasks		20)11	I CII	iaii ii		12			20	13		Key Deliverables &
rask and Sub-rasks			nths				rters				rters		Status
O.4. INCODMAL OFTEL EMENT											3		
2.1 INFORMAL SETTLEMENT AGCHO, IDLG, AND MUNICIPAL FORMALIZATION, MAPPING, AN	ITI.	ES	W۱٦	ГΗΙ	NF	OR	MΑ	L S	SET	TL	EM	I.;	TS UPGRADING,
2.1.1 Expand Institutional Sup Services												age	ement of Land
1. Identify institutional stakeholders and imp	olem	enti	ng a	genc	ies i	n ta	rget	Mur	nicip	ality			
Conduct preliminary fact-finding missions													Mission Report: Completed
Conduct preliminary assessment in province													Completed
2. Support appropriate coordinating mechan	nism	s an	nong	st in	stitu	ıtion	al st	take	hold	ers			
 Support the revival of the Urban Coordination Working Group chaired by MUDA 													Ongoing
Draft regular reports to MUDA & IDLG													Monthly Reports: Ongoing
4. Support Improvements to Selected Techn	ical	Offic	ces										
Identify priority training needs and infrastructural requirements													Training Needs Assessment
Recommend improvements													Training Needs Assessment: Not started
Verify availability of working space for team													Not started
Negotiate limited working space													Ongoing
2.1.2 Provide Urban Planning	Гес	hni	cal	As	sis	tan	се	in /	Are	as :	suc	h a	s Urban Policy
Recommendations, Plan Develo													
Informal Settlements Upgrading	, U	rba	n Ir	nfor	ma	tio	n S	yst	em	s, F	Rev	iew	and Recommend
Improvements to Land Use Reg	ula	tior	ns a	nd	the	: Le	ega	ĺΨ	rba	n P	lan	nin	g Framework
1. Assess Urban Planning Issues													
Preliminary Meetings at central and provincial level													Completed
Conduct Socio-Economic & Housing Baseline Survey in informal settlements													Survey Report: Ongoing RFP ISSUED.
Collate information from other agencies													Ongoing
Conduct community mobilization													Not started

				Rem	naini		Proje	ect T	Term				
Task and Sub-Tasks)11 nths	`			12 rters	:)	4		13 rters		Key Deliverables & Status
	S	O			1		3		1	Qua 2	3		Status
activities	İ												
2. Improve GIRoA and Stakeholder Coordin	ation	1											
 Take part and contribute to Urban Coordination Meetings 													Not started
Develop communication strategy													Communication Strategy: ongoing
 Support coordination and MUDA communication and outreach 													Not started
3. Draft Joint Urban Planning Procedures													
Review available procedures													Not started
 Develop draft Urban Planning Procedures 													Draft Urban Planning Procedures: Not started
4. Organize Legal Clinics aimed at reviewin	g lan	d-re	lated	and	l urb	an p	olann	ning	legis	slatio	on		
 Review of relevant urban laws & regulations 													Ongoing
Support legal roundtables													Not started
Organization of Legal Clinics													Not started
 Suggest amendments to the official legislation 													Recommended amendmen drafted: Ongoing
5. Draft Urban Development Guidelines													
Review available templates													Not started
Conduct consultations													Not started
Draft urban development guideline													Urban Development Guideline: Not started
6. Organize Urban Planning Clinics to impro	ove la	and	use	plan	ning	pro	cess	es a	nd c	utpu	uts		
Review current planning processes													Ongoing
Conduct on-the-job training													Ongoing
 Assist to develop Map of Existing Land Use 													Land Use Map: Not started
Identify key steps in city planning													Not started
Assist to develop Land Use Plan													Land Use Plan: Not started
7. Incorporate Informal Settlements into GI	S-Bas	sed (City	Мар	s an	d Pla	ns					_	
Develop and configure AICRS													AICRS designed and configured: Not started
Conduct training of municipal staff													Not started

				Ren	naini	ng F	Proj€	ect T	Term)			
Task and Sub-Tasks			011 nths)	(12 rters	s)	(20 Qua	13 rters	s)	Key Deliverables & Status
	S	0	N	D	1	2	3	4	1	2	3	4	
Integrate data into AICRS													AICRS operational: Not started
8. Assist Municipalities with Property-Based	l Rev	venu	ie Co	llec	tion								
Assess current procedures and baseline													Municipal Revenue Baseline: Not started
Develop communication strategy													Communication Strategy: Not started
Launch and conduct awareness campaigns													Media campaign: Not started
Help to improve recording systems													Not started

2.1.3 Conduct Upgrading and Formalization Activities in Informal Settlements including Defining Criteria for Selecting Informal Settlements for Upgrading, Upgrading Strategies and Plans, and Recording Properties in Informal Settlements

1. Assist MUDA to Develop Criteria for Infor	mal	Sett	leme	ents	Upgı	radir	ng			
Analyze previous examples of criteria										Ongoing
Discuss criteria with counterparts										Not started
Finalize draft criteria										Criteria Informal Settlement Upgrading: Not started
2. Conduct Upgrading & Formalization World	ksho	р								
Discuss content & logistics with KURP										Ongoing
Prepare agenda and list of invitees										Ongoing
 Extend invitations in Kabul and provinces 										Not started
Hold Workshop										Workshop Proceedings: Not started
3. Develop Handbook to Guide Upgrading W	/ork									
Collate existing handbooks										Not started
Review with counterparts and other agencies										Not started
Draft revised handbook										Draft Handbook: Not started
Submit draft to MUDA for endorsement										Handbook submitted to MUDA: Not started
Review during implementation works										Not started
4. Select Informal Settlements										
Collate information on Informal settlements										Ongoing
Consult counterparts at local and central level										Ongoing

				Ren	nain	ing l		ect 7	Term				
Task and Sub-Tasks			111 nths	,	,	20 Qua	12	-1	,		13 rters	4	Key Deliverables & Status
	S	O			1	2	3	4	1	2	3	4	Status
Select two or more informal sites													Not started
Draft and sign MoU with counterparts													MoU with Municipality : Not started
5. Conduct Legal and Procedural Training													
Review legal framework													Not started
 Draft recommendations for improvements 													Not started
Develop training format													Not started
 Hold training in for MUDA, Municipality etc 													Training sessions held (min 20 people): Not started
Draft final procedural recommendations													Recommendations drafted: Not started
6. Develop Communication and Community	Out	reac	h Stı	ateç	у								
Undertake community consultations													Not started
 Prepare strategy for community mobilization 													Communication outreach plans: Not started
 Information campaign & reporting 													Leaflets, media programs etc: Not started
7. Develop Community Upgrading Plans													
Conduct survey assessments													Ongoing
 Conduct community mobilization activities 													Not started
 Conduct planning workshops with local authorities 													Not started
 Hold participatory meetings to assess needs and prioritize upgrading projects 													Not started
Develop upgrading plans													2 Plans drafted: Not started
Submit plans for approval													2 Plans submitted for approval: Not started
8 Issue Competitive Tenders for Upgrading	Proj	ects											
 Draft Scopes of Work for upgrading projects 													Not started
 Submit to Municipality SoWs for approval 													SoWs approved: Not starte
Conduct procurement training													Not started
Develop procurement tenders													Not started
Announce tenders													Not started

				Rem	naini		Proje	ect 1	Гern				
Task and Sub-Tasks)11		,		12		,		13		Key Deliverables &
	S	(Moi	nths)) D	1	Qua 2	rters	5) 4	1	Qua 2	rters 3	s) 4	Status
						_				_		•	
Advertise and secure contracts													Not started
 Establish inspection procedures for supervision of works 													Not started
9. Implement Formalization and Upgrading	Work	(
Record properties													A minimum of 25,000 properties recorded according to municipality requirements: Not started
Start and conduct upgrading works													Upgrading works completed Not started
Supervise works													Not started
2.1.4 Evaluate Land Registrati Speed Automation of Land Rec 1. Assess Supreme Courts Land Registra	ord	s		., -	-63	.a.,		ν	. 4 6			, 50	a Sapaoity, and
Recruit subcontractor													Not started
Develop diagnostic methodology													Not started
Undertake diagnostic													Not started
Analyze and prepare report													Diagnostic of Supreme Courts land record management system: Not started
2. Support Legal Recognition of Customa	ary D	eed	s										
Conduct legal review													Not started
Support legal roundtables													Not started
Provide legal drafting assistance													Land Management Act amended: Not started
3. Support Digitization of Customary Dee	ds												
Prepare SOW (Harakat)													Not started
Conduct tendering process for contracts													Not started
Work on digitalization													Data files for later Project integration: Not started
4. Streamline and Automate Land Record	ls												
 Conduct system analysis and develop specifications 													Not started
Prepare strategy													Strategy for Automating Customary Land Records: Not started
5. Develop SOPs and Service Delivery St	anda	ırds											
Develop performance standards													Not started
Prepare SOP manual													SOP manual: Not started
6. Conduct Training Programs													
Prepare training materials													Not started
Conduct makhzan customer needs assessment and assess priorities													Makhzan needs assessment
7. Expand Procedural & Standards Delive	ery A	war	enes	ss									
Prepare communications plan													Not started

				Ren	naini	ing F	Proje	ect T	erm				
Task and Sub-Tasks			11			20	12			20	13		Key Deliverables &
rack and Cab racks			nths N		1	Qua 2			((Qua 2	rters 3	s) 4	Status
a. Tandan aaniaaa	3	U	IN	ט	_	 	3	4	1		3	4	
Tender services													Not started
Prepare media materials													Not started
Conduct communication campaigns													Campaign to start in second half of the project: Not started
2.1.5 Evaluate and Reform Inh	erit	and	ce L	.aw	s to	o S	upp	oort	W	om	en's	s A	ccess to Land
1. Undertake Gender Assessment							•						
Undertake gender assessment													Gender Assessment:
													Ongoing
Prepare work plan and SOW													Gender Work Plan & SOW: Not started
Prepare partner subcontracts													Ongoing
2. Form Women's Land Rights Task Force	e& A	dvo	cac	y Co	aliti	on							
Mobilize women leaders/groups													Ongoing
Hold strategy workshop													Workshop on women's land inheritance and strategy: Not started
Form task force													Women's Land RightsTask Force operable: Not started
Support task force operations													Not started
3. Evaluate Legislation and Assist With L	egal	Ref	orm	s									Į.
Conduct legal review/assessment													Civil Code Inheritance assessment
Support legal advocacy through Advocacy Coalition													Not started
Provide legal drafting assistance													Not started
Hold roundtables / community conversations on lessons learned													Not started
4. Raise Women's Inheritance and Land F	kigni	IS A	ware	nes	S	1		1					
Prepare communications plan													Not started
Tender services													Not started
Prepare media materials													Not started
Conduct communication & advocacy campaigns													Roll-out of campaign: Not started
2.1.6 Provide Support for Land	l Di	Sni	ıtρ	R۵	مار	utic	n F	- - -	ııçi	na	on	Co	mmunity and
Customary Dispute Resolution											J 11	-	ainty ana
1. Develop Rules and Guidelines for Imple													
Assemble evidentiary rules													
Develop CBDR guidelines													CBDR Rules and Guidelines Handbook: Not started
2. Conduct CBDR Trainings and Conflict	Res	oluti	on										·
Identify venue to share knowledge and capture best practice													Workshop on best practices in CBDR: Not started
Develop training materials													
Develop and issue sub-contract for local organizations to train leaders													Training programs designed and delivered.
Train shural jirga leaders													Not started
3. Expand Awareness of CBDR													
. p													

				Rem	aini	ng F	roje	ect T	erm				
Task and Sub-Tasks			111 nths)	(20 Qua	12 rters	s)	(20 Qua	13 rters	s)	Key Deliverables & Status
	S	0	N	D	1	2	3	4	1	2	3	4	
Develop communication strategy													Communication strategy: Ongoing
Develop messages and content													Ongoing
Establish contracts with media providers													Ongoing
Disseminate materials													Not started
Support media campaigns													Not started
4. Monitor CBDR practices for lessons lea	arne	d, b	est p	orac	tices	and	d po	tent	ial r	epli	catio	on	
Conduct Lessons Learned Workshops													
Revise CBDR Rules and Guidelines Handbook													
Replicate process													If required and within budget
5. Strengthen Procedural Rules on CBDR													
Conduct forums to build consensus													Not started
Hold legal workshops to develop procedural rules													Draft rules and guidelines for court recognition of CBDR: Not started
Conduct legal drafting						·							Not started

2.2LEGAL FRAMEWORK COMPONENT: PROVIDE TAILORED ASSISTANCE TO ARAZI TO IDENTIFY, MANAGE, LEASE, AND OBTAIN REVENUE FROM AFGHAN GOVERNMENT LANDS AND PROVIDE TECHNICAL ASSISTANCE

Provide Tailored Technical Assistance to ARAZI on Its Operations 1. Develop Consensus on Project Activities through Strategic High-Level Meetings Ongoing • Undertake high-level meetings MOU: Ongoing · Negotiate terms of MOU 2.Develop Information Technology Plan (ITP) Not Started • Conduct ARAZI business area analysis IT Plan: Ongoing Develop and approve SITP 3.Configure ALRMIS Not Started • Develop system requirements Operational ALRMIS · Develop prototype and conduct on-thesystem operational: Not job training started ALRMIS deployed: Not Deploy system to regions started Not started Conduct ALRMIS training 4. Strengthen ARAZI's Institutional Structure and Operational Efficiency ARAZI institutional · Undertake needs assessment diagnostic: Not started Not started · Assess human resources needs and develop job descriptions Not started Prepare training plan Not started Conduct necessary management training 5.Improve Methodologies to Inventory and Classify State-Owned Land Not started · Develop and test methodology State land/property inventory and Automate routines classification scheme

Task and Sub-Tasks				Rem		Proje	ect T	erm					
	١,		11 nths		-		12 rters		,,		13 rters	٠,	Key Deliverables & Status
	S	O	N) D	1	aua 2	3	4	1	aua 2	3	4	
													established: Not started
Conduct training in use and application													Not started
Finalize ALRMIS configuration													Not started
6.Develop Land Valuation Models for Leas	sina	Fee	Cal	cula	tion	s							
Develop model(s)	J												Not started
Perform pilot testing and refinement													Not started
Incorporate into ALRMIS													Not started
7.Conceptualize of Afghan Land Informati	on S	Syst	em (AfL	IS)								
 Conceptual planning for AfLIS (standards, data) 													Not started
Estate and Draft Changes to Rea 1. Conduct BizCLIR Assessment • Find out about other projects	al E	sta	te l	_eg	isla	atio	n a	s N	lee	dec	1		Completed
													Completed
Conduct assessmentAnalyze and prepare report													CLIR/BizCLIR Assessment: Completed
 Develop roadmap of legal reforms and priorities 													Legislative Priority List and Timetable: Completed
2. Commission Policy Reviews and Field	Inve	stig	atio	าร									
Prepare periodic SOWs													Not started
Perform ongoing investigations													Not started
Conduct policy workshops													Not started
3. Support Legislative and Regulatory Ref	orm	S											
													Not started
Facilitate public hearings/roundtables													Not started
· · · · · · · · · · · · · · · · · · ·							_						Real estate legislation
Conduct legal/policy training													drafted or amended
Conduct legal/policy training Draft legislation/regulations	Info	orm	Citi	zens	of I	_ega	al an	d Po	olicy	' Ch	ang	e	drafted or amended
 Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to 	Info	orm	Citi	zens	of l	_ega	al an	d Po	olicy	' Ch	ang	е	
 Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to Prepare media materials 	Info	orm	Citi	zens	of	_ega	al an	d Po	olicy	' Ch	ang	е	drafted or amended
 Facilitate public hearings/roundtables Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to Prepare media materials Conduct PIA training Issue subcontracts to NGOs and media providers 	Info	orm	Citi	zens	of I	_ega	al an	d Po	olicy	c Ch	ang	е	Not started
 Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to Prepare media materials Conduct PIA training Issue subcontracts to NGOs and media providers 	Info	orm	Citiz	zens	of I	_ega	al an	d Po	olicy	r Ch	ang	е	Not started Not started
 Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to Prepare media materials Conduct PIA training Issue subcontracts to NGOs and media providers Conduct communication campaigns 													Not started Not started Not started
 Conduct legal/policy training Draft legislation/regulations Conduct Communications Campaign to Prepare media materials Conduct PIA training Issue subcontracts to NGOs and media 													Not started Not started Not started

				Rem									
Task and Sub-Tasks			11				12)13		Key Deliverables &
			nths		_		rters			(Qua		. ′	Status
	S	0	N	D	1	2	3	4	1	2	3	4	
													models for land dispute resolution: Not started
2. Evaluate AMLAK Dispute Case Manage	mer	nt Sy	/ster	ns a	nd A	∖ssi	st W	/ith	Nev	v Pro	oced	lures	S
Evaluate case management													Not started
Prepare assessment report													Diagnostic of AMLAK's Land Dispute Case Management System: Not started
Amend systems and procedures													Dispute resolution systems and procedures amended: Not started
3. Support Integration of AMLAK Data and	d Ca	se N	/lana	igen	nent								
 Undertake inventory of land disputes handled by ARAZI 													Transfer of AMLAK data to ARAZI: Not started
Assemble and consolidate data													Not started
Integrate with ALRMIS													Not started
4. Support Design of Land Dispute Manag	geme	ent S	Syste	em									•
Design case management system													ALRMIS system designed: Not started
Integrate data into ALRMIS													ALRMIS managing restitution claims: Not started
5. Support Transparency and Public Infor	mat	ion a	and	Awa	rene	ess							
Develop communications plan													Not started
Communications roll-out													Not started
Conduct land resolution training courses													5 venues x 20 participants: Not started

SERVICE PROVIDERS AND PUBLIC INSTITUTIONS TO PROVIDE LAND-RELATED **SERVICES TO AFGHAN PRIVATE AND PUBLIC SECTORS**

2.3.1 Provide Institutional Support and Strengthen Capacity of Land Service Providers in Areas of Organization, Financial Management, Procurement, Contracting, and Reporting

1. Undertake Institutional Diagnostic of S	Servi	ce P	rovi	ders	;								
Develop diagnostic methodology													Completed
Undertake diagnostic													Completed
Analyze and prepare report													
2. Prepare Training Strategy													
Design training strategy													
Prepare training materials													Completed
Review by service providers													Completed
Prepare strategy													Completed
3. Support Institutional Capacity Building	g of I	Land	d Sei	rvice	Pro	ovid	ers i	n th	e Pu	ıblic	anc	l Pri	vate Sectors
Prepare venues													Completed
Establish grants for training providers													Ongoing
Perform communication and outreach activities													Not started
Conduct training courses													1 venue/month x 10 persons: Not started

2.3.2 Provide Technical Support and Capacity Building in Technical Services

	Remaining Project Term												
Task and Sub-Tasks		20 Mo))11 nthe	A	-		12 rters	٠,		20 Qua	13	-1	Key Deliverables & Status
	s			D	_							3) 4	Status
1. Conduct Needs Assessment for Techni	ical		•	•		e Se	ctor	Pa	rtne	rs)			·
Recruit subcontractor													Completed
Develop diagnostic methodology													Completed
Undertake diagnostic													Ongoing
Analyze and prepare report													Service providers diagnostic: technical needs assessment: Not started
2. Conduct Inventory of Existing Training	Pro	grai	ns a	ind I	vlate	rials	5				1		Completed
Conduct inventory													Completed
Design training strategy													Completed
Prepare short courses and training materials													Training handbooks and other materials: Not started
Review by service providers													Not started
3. Conduct Technical Short Courses													
Establish grants to training providers													Not started
Perform communications and outreach													Not started
Conduct trainings in Kabul													Kabul: 8 venues x 25 persons: Not started
Conduct trainings in Municipality													3 venues x 25 persons
4. Provide Training in Land Dispute Reso	lutic	n aı	าd F	acili	tatic	n T	echr	niqu	es		•		
Conduct inventory													Not started
Establish joint training methodology													Not started
Conduct communication and community mobilization activities													Not started
Conduct trainings													2 venues x 2 weeks x 30 persons: Not started
5. Support Survey and Mapping, Cadastra	ıl Sy	/ster	ns, i	and	GIS	Inst	ruct	ion	at K	abu	l Ed	ucat	ional Institutions
Conduct curriculum review													Completed
Set courses/prepare materials													Ongoing
Refurbish facilities													Not started
Conduct training													Not started
2.3.3 Capacity Building and Tra Municipality for Urban Planning Implementation, Development C	(in	clu	din	g Ir	nfor	ma	al S	ettl	lem	ent	Ur	gra	ading), Plan
1. Institutional and Technical Assistance to	AGC	НО								,			
 Establish technical policies and procedures as required by AGCHO 													Technical policies and procedures: Not started

				Rem	naini								
Task and Sub-Tasks)11				12		,		13		Key Deliverables &
		· —	nths N		_ `	Qua	rters		1	Qua	rters		Status
Develop, configure and operationalize digital cadastral data management system													Afghan integrated cadastre and registry configured and operational: Not started
Conduct on-the-job training													Not started
3. Assess Skill Needs and Train Municipal a	and N	IUD/	۹ Off	icial	s								
Conduct skills needs assessment													Training needs assessment: Ongoing
Develop training strategy													Ongoing
Hold training courses													Course syllabi : Ongoing
Offer online training													Certificates: Ongoing
Conduct on-the-job training													Ongoing
5. Expand Supply of Planners and Increase	Mark	cet F	lexib	ility	,								
Evaluate the Faculty of Engineering's urban planning curricula at Kabul University and its Strategic Plan													Assessment: Not started
Conduct training													Not started
Offer internships													Not started
2.4 CROSS-CUTTING COMP	ONI	EΝ	ΓS:	GE	ND	ER	(A)	۱D	CO	ΜN	IUN	IIC/	ATIONS
2.4.1 Ensure Gender Equity Is	sue	s a	re a	pp	lied	d ac	cro	ss a	all (Cor	npo	one	nts
2.4.2 Coordinate Communicat							gie	es a	cro	oss	All	Cc	mponents
1.Develop Communications Strategic Pla	n fo	Pro	oject	Act	iviti	es		I		ı		ı	Ongoing
 Undertake consultations w/project partners, GIRoA, and component managers 													Ongoing
Prepare over-arching communications strategy													Communications Strategic Plan: Ongoing
Implement Communications Strategic Plan													Not started

USAID/Afghanistan

U.S. Embassy Cafe Compound Great Masood Road Kabul, Afghanistan Tel: 202.216.6288

http://afghanistan.usaid.gov